DOCUMENT RESUME

ED 368 904 CE 066 107

TITLE	Leaders of Change! Successful Workforce Development Projects. Envisioning a Competitive America: The Workforce Development Forums (Boston, Massachusetts, April 14-16, 1993; Des Moines, Iowa, May 26-28, 1993; Albuquerque, New Mexico, July 14-16, 1993).
INSTITUTION	Employment and Training Administration (DOL), Washington, D.C.
PUB DATE	Nov 93
NOTE	72p.
PUB TYPE	Collected Works - Conference Proceedings (021) -- Reports - Descriptive (141)
EDRS PRICE	MF01/PC03 Plus Postage.
DESCRIPTORS	Adult Education; Community Programs; Cooperative Planning; Coordination; Correctional Education; Delivery Systems; Economic Development; Educational Change; *Employment Services; Job Banks; Job Development; Job Placement; Job Search Methods; *Job Training; *Labor Force Development; Leadership; Models; Outreach Programs; *Partnerships in Education; Postsecondary Education; Rural Areas; School Business Relationship; Secondary Education; *Systems Approach; Transfer of Training; Vocational Education; Workshops
IDENTIFIERS	Empowerment

ABSTRACT

This compendium, which is intended as a resource for state and local policymakers and practitioners to use in addressing work force development issues in their states, describes successful projects based on various work force development strategies in the areas of collaboration, empowerment, and systematic change. Some of the models included were originally presented in a series of workshops held as part of three national forums. A total of 61 descriptions of projects illustrating ways in which various partners in business, labor, education, and all levels of government are working together in communities to find better methods of preparing the U.S. work force to meet the demands of the labor market of the future are organized into three sections as follows: innovative work force development programs that are successful because of partnerships (26 programs), programs using new technologies and initiatives to give job seekers and employers expanded access to employment services (20 programs), and programs in which innovative practices are used to create a new employment and training infrastructure (15 programs). Each program description includes the following: state in which the program is offered, program title, program description (including goals and key features/services), who benefits, team players, and a contact person. (MN)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED 368 904

Envisioning a Competitive America: The Workforce Development Forums

The workshop portion of the Forums offered a wide variety of projects targeted on the themes below. You are encouraged to use this compendium as a resource to address workforce development issues in your state.

☑ **Successful Collaborations: Partners in Workforce Development.**
Innovative programs that are successful because of partnerships that work to solve a problem.

☑ **Building a Customer Driven System: Empowering Job Seekers, Employers and Other Labor Market Participants.**
New technologies and initiatives that allow job seekers and employers expanded access to services.

☑ **Creating a New Employment and Training Infrastructure: Strategies for Systemic Change.**
How different states have changed the way the employment, training and education systems are configured and traditionally operated.

Boston
April 14-16, 1993
Des Moines
May 26-28, 1993
Albuquerque
July 14-16, 1993

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)
☑ This document has been reproduced as received from the person or organization originating it.
☐ Minor changes have been made to improve reproduction quality.
• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

CE 066 107

Leaders of Change!

Successful Workforce Development Projects

WORKFORCE
DEVELOPMENT FORUMS

U.S. Department of Labor
Employment and Training Administration

November 1993

BEST COPY AVAILABLE

Projects Presented at the
Workforce Development Forums 1993

U.S. Department of Labor
Robert B. Reich, Secretary

Employment and Training Administration
Doug Ross
Assistant Secretary
for Employment and Training

November 1993

PREFACE

The Workforce Development Forums were a partnership venture developed by the United States Employment Service, the State Employment Security Agencies, and a National Planning Committee which included members from the private sector; organized labor; training and education; and other Federal, State and local government partners.

Three national Forums were conducted between March and August of 1993 which brought together over 700 front line representatives from the workforce development community. For two days, participants heard nationally recognized speakers outline the workforce development challenge, viewed state-of-the-art technology, and shared ideas in three workshop tracks focusing on collaborative models, customer empowerment, and systemic change. This compendium of projects is an update of an earlier version that was distributed at the Forums to all participants.

Acknowledgements

This compendium, representing successful project models on various workforce development strategies in the areas of collaboration, empowerment, and systemic change, is a testament to the diligent work performed by the leadership and staff of the State Employment Security Agencies and their State and local program partners and colleagues who developed them. They are all to be commended for their initiative and vision in helping our workforce acquire the public services they need to meet the challenges of a global economy.

Some of these models were presented in a series of workshops held as part of three national Forums sponsored by the Department of Labor, Interstate Conference of Employment Security Agencies, and the Texas Employment Commission. This compendium of projects illustrates the many ways that various partners for progress in business, labor, education, and local, State, and Federal governments are working together in communities throughout the nation to find new and better ways to prepare the American workforce to meet the demands of the labor markets of the future. The United States Employment Service deeply appreciates their participation and contributions to this effort and is proud to make this publication available to highlight these accomplishments.

Special recognition is also extended to the twenty-eight members of the National Planning Committee, representing Federal-State and local policymakers and practitioners, for their invaluable assistance and tireless efforts in organizing the Forums. A list of these individuals appears on the inside of the back cover of this compendium.

A debt of gratitude is also owed to the three State Employment Security Agency Administrators who hosted the Workforce Development Forums in their State and the planning sub-committees formed to assist in this work: Nils L. Nordberg, Massachusetts; Cynthia P. Eisenhauer, Iowa; and Patrick G. Baca, New Mexico. The long hours of arduous work they and their staffs expended to help make each Forum a success are very much appreciated.

Finally, a very special acknowledgement is extended to Alan Lafferman, Project Coordinator, for his tireless, uncompromising pursuit of excellence in every aspect of the Forums.

Robert A. Schaerr
Director
United States Employment Service

Contents

Preface iii

Acknowledgements v

Track I - Successful Collaborations:
Partners in Workforce Development 1

Track II - Building a Customer Driven System:
Empowering Job Seekers, Employers and other
Labor Market Participants 27

Track III - Creating a New Employment and Training Infrastructure:
Strategies for Systemic Change 47

Track I

Successful Collaborations:
Partners in Workforce Development

Alaska - The Occupational Data Base: Sharing Information to Improve Services 1

Arkansas - Families First: A Unique Human Resource Partnership 2

California - Napa Valley Enhanced Training Services 3

Connecticut - Creating a Multi-Agency Economic Information System 4

District of Columbia - Meaningful Careers for Youth: Working with the Private Sector 5

Florida - Tampa Integrated Service Center 6

Hawaii - Family Childcare Training Program 7

Indiana - Workforce Development Centers: Prepare Job Seekers for Changing Workplace Demands 8

Iowa - Central Iowa School-to-Work Project 9

Iowa - Ex-Offenders Become Skilled Workers: A Partnership Program Involving Business and Organized Labor 10

Iowa - The Media in a Leadership Role: *Des Moines Register* Learning Center 11

Iowa - TARGET Alliance: A Cooperative Response to Workforce Issues 12

Kentucky - The KEY Program: Employers in Schools 13

Massachusetts - Career Centers for Dislocated Workers 14

Massachusetts - Collaborative Venture to Assist Dislocated High-Tech Workers 15

Massachusetts - The Governor's Job Match 16

Missouri - Vocational Technical In-School Placement Program 17

New Mexico - Rural Outreach Through Interactive Television 18

New York - Community Service Centers 19

New York - School-to-Work Transition Fellowships for Guidance Counselors 20

Ohio - Customer Service Center: "One-Stop" Assistance for Streamlining Service Delivery 21

South Carolina - Coordinated Economic Development for Job Creation 22

Texas - Central Texas Community Job Fair Spotlighting Veterans 23

Virginia - The Job Service/Community College Connection 24

Washington - County Skills Centers: From Maze to Amazing 25

Washington - Multi-Agency Center for Workforce Training 26

Alaska

The Occupational Data Base: Sharing Information to Improve Services

Project Description:

Alaska's Occupational Data Base provides employment and training program administrators with the pre-and post-employment service or training wages their clients receive, as well as information as to whether those clients are working in occupations for which they were trained.

Through an interagency funding agreement, Alaska collects from employers the occupational titles of all employees covered by the Alaska Unemployment Insurance program. This information enables program administrators and policy makers to answer questions about the effectiveness of services provided to their clients. This information is also being used to show how clients are being served by many agencies. It's the first step to providing holistic workforce development services to Alaskans.

The Occupational Data Base contains information on current occupation, industry experience, employer and place of work. Extensive computer matching by social security number is used. By cross-matching this information with program completer files from education and training agencies it is possible to:

- Monitor the performance of employment and training programs through the measurement of pre- and post- training earnings differentials and the relationship between the occupation for which a person was trained and occupation in which the graduate is currently working.
- Track the career paths and program outcomes of high school and college program graduates.
- Target training programs by identifying entry-level positions that are not currently being filled by Alaskans, women or other worker groups.
- Examine the earnings and work patterns of a particular geographic area or population.

Efforts are also underway to develop interstate cooperative agreements to match Alaska program completers with information from other Pacific Northwest states.

Who Benefits:

Program Administrators, Job Seekers, Employers

Team Players:

Alaska Department of Labor, JOBS, Alaska Job Training Council, JTPA, University of Alaska, Governor's Council on Vocational Education, Commission on Post Secondary Education, Alaska OICC

For More Information:

Jeff Hadland
Alaska Department of Labor, Research & Analysis Section
(907) 465 - 4500

Arkansas

Families First: A Unique Human Resource Partnership

Project Description:

In 1992, thirteen communities were awarded state funding to engage all the local human resource partners in collaborative service provision. They were to change the "business as usual" attitude in the community. About ten were offered continued funding in August 1993.

A key feature is that communities serve families rather than individuals. The premise is that, even if the family head's most critical need is a job, he or she has a hard time being successful if other family problems are not being addressed. Following are two community examples.

The Osceola team's core members include representatives of the schools, health department, human services department and JTPA. The team meets weekly to review requests for assistance, which have come from individuals and agencies using a locally-developed common referral form. The team determines which agency can best "case manage" the family and which can provide appropriate services. The primary need is for jobs, and the coordinator works with the closest Employment Security Department (ESD), 16 miles away in Blytheville.

Perryville is the smallest Families First community. There is a JTPA representative on its team who also works with an ESD office about 15 miles away. This is one of the most successful communities in terms of collaboration. In formal meetings and through informal communication, the team members work well together determining how best to help families in need. They have a lot of pride in what they are doing. They believe they have made a lot of progress from not working together at all to where they are today.

These two projects seem to have little to do with usual ESD functions; however, in the communities that include ESD representatives, ESD offices are becoming part of the human service network. Through the sponsoring Arkansas Family Policy Council and the State Job Training Coordinating Council, a common application form has been developed for use in nine different programs, including employment services, unemployment insurance and JTPA. The review process will culminate in a pilot in two communities in November 1993. As a part of the process, needs for waivers or law changes to address service barriers are being identified.

Who Benefits:

Communities, Persons Who Need Services From Any of the Involved Programs, State and Local Agency Employees

Team Players:

The Arkansas Family Policy Council, The Governor's Office, Departments of Health, Human Services, Education, Employment Security, and others

For More Information:

Sharon Robinette
Employment Security Department
(501) 682 - 5227

California

Napa Valley Enhanced Training Services

Project Description:

The Napa County Employment Training Office and the Private Industry Council (PIC) is participating in a 15 month project to test a model for a local skill center, improving vocational training programs and other services under the Job Training 2000 model program demonstration projects.

The partners are streamlining the delivery of employment and training services, creating one-stop career centers for labor market information, assessment, realistic vocational training and job search services. The project offers clients easier access to services and helps them make informed training and employment choices.

Those most likely to benefit from job Training 2000 include youth who need training to succeed in the highly competitive workplace of today; low-income, low-skilled adults who need quality training opportunities for workplace success; and unemployed and displaced workers who need retraining or placement assistance.

A combined management information system tracks over 600 youth and adult students and job seekers each year.

The center is open to the general public to give training referrals and job placement assistance, and to the employer community for a variety of fee-based services.

Who Benefits:

All Napa Valley Job Seekers, including those eligible for JTPA, GAIN and FSET as well as Napa Valley Employers

Team Players:

Napa Valley Unified School District, Napa County Health and Human Services, California State Employment Development Department

For More Information:

Donna DeWeerd, Director
Napa County Training and Employment Center
(707) 253 4291

Connecticut

Creating a Multi-Agency Economic Information System

Project Description:

The Connecticut Economic Information System (CEIS) consists of a series of integrated databases containing a variety of information on the size, structure and trends of the economy. The system includes, but is not limited to, databases of demographic, financial, economic, and occupational information at the national, state, regional and municipal levels, and where feasible, over time.

The goal of the CEIS is to bring together into a single comprehensive system, existing data resources from numerous public and private sources in order to foster economic development and growth. Such data and information on the economic conditions and trends of the country, the region, the state and its municipalities, will be invaluable in addressing the needs for sound policy development, program planning, economic research, economic development and private investment.

The creation of this system also provides an opportunity for state agencies to work on consistency of data collection and distribution, sharing of information, and sharing of expertise. This will help Connecticut adapt successfully to rapidly changing economic conditions by making available accurate, timely and comprehensive information about global, national, state and local economies to decision makers in both the public and private sectors.

Who Benefits:

State Agencies, Local Government Agencies, Planning & Development Agencies, Chambers of Commerce, Private Industry, Business Organizations, Trade & Industry Groups, Schools & Universities

Team Players:

Departments of Labor, Economic Development, Education, Higher Education, Revenue Service, Policy & Management, Secretary of State, State Library and Others; Connecticut Business & Industry Association, Private Industry, Regional Planning Agencies

For More Information:

Roger F. Therrien
Connecticut Labor Department
(203) 566 - 2120

District of Columbia

Meaningful Careers for Youth: Working with the Private Sector

Project Description:

The Office of Youth Programs of the Department of Employment Services developed with Clyde's Restaurant Group a school-to-work career education program involving 13 youth. They are paid through the Department's In-School Program and receive training in career preparation, entrepreneurship, communication, as well as tutoring in English and mathematics. Clyde's will provide them with full-time employment when they have reached the age of sixteen.

Upon completion of the program the participants will:

- Earn a high school diploma or equivalence.
- Establish career goals.
- Accept a permanent position with Clyde's Restaurant Group or leave C.R.G. with employable skills.
- Prepare to enter an institution of higher learning.
- Broaden their experience through exposure to various recreational and cultural activities.

Who Benefits:

Youth, Clyde's Restaurant Group, D.C. Government, District of Columbia Public Schools

Team Players:

Clyde's Restaurant Group, District of Columbia Public Schools, Department of Employment Services

For More Information:

J.D. Brown
Department of Employment Services, Office of Youth Programs
(202) 724-7301

Florida

Tampa Integrated Service Center

Project Description:

The Tampa Employment Service Center is a customer-driven, multi-faceted, employment and training center. The programs provide an integrated range of job-related services which will enable individuals to maximize their economic independence and social integration into the community through job-related, community based services and retraining opportunities. This pilot project will address employment issues associated with cultural diversity, age and disability and job training related to changing employment prospects. Direct benefits derived from this project are expected to be:

- A transformation of Florida's workforce.
- In serving as a role model, to bring about a change in the way the state conducts its business.
- A strengthening of the capabilities and diversity of the department's human resources.
- An enhancement of efficiency and effectiveness through the use of improved computer technology.

Who Benefits:

Citizens of Florida

Team Players:

Department of Labor and Employment Security, Other State Human Resource Agencies, education, employment and training programs at the local level, private sector

For More Information:

Dr. Jerry W. Koehler
Department of Labor & Employment Security
(904) 922 - 7021

Hawaii

Family Child Care Training Program

Project Description:

The Family Child Care Training Project on Maui opened as a demonstration project in July 1991 to make quality child care services available and accessible. This program recruits prospective home-based child care providers and offers them intensive training and follow-up support services to ensure quality child care.

The project offers formal classroom training in a model home environment, which enhances the practical laboratory experience in the curriculum. While child care is offered at the training site for participating trainees by a model provider, these children also serve to strengthen the applied curriculum module incorporated in the training program.

As an incentive, a lending library for child care providers is available free of charge. Such items as cribs, outdoor play equipment, and other pertinent materials may be borrowed to help training graduates and licensed providers defray such business costs.

An advisory committee composed of state, county, and community agencies was organized for enhanced program direction as well as to ensure coordination and collaboration among agencies and the community.

As of June 30, 1993, the project successfully trained 54 participants. This resulted in an increase of 39 state-licensed and legal-exempt child care providers for Maui. Prior to this project, there were only 22 licensed family child care providers on the island, so this increase was truly significant. It is estimated that 118 additional child care slots were created in the community, thereby allowing more people to enter or remain in the workforce.

Who Benefits:

Parents, Children, Job Seekers, Employers

Team Players:

State Employment Service and Most State Agencies, Maui Community College, Several Special Interest Groups, Maui County Private Industry Council, University of Hawaii

For More Information:

Alvin S. Tanaka
Hawaii State Employment Service
(808) 243 - 5232

Indiana

Workforce Development Centers: Prepare Job Seekers for Changing Workplace Demands

Project Description:

Workforce Development Centers are for all Hoosiers and are part of the long-term strategy to help Indiana's citizens keep pace with the changing demands of the workplace.

In July 1992, sixteen Centers opened for business in each of Indiana's geographical Service Delivery Areas (SDAs). The Workforce Development Centers are authorized by legislation which Governor Evan Bayh signed into law in February 1992.

The Workforce Development Center is designed to empower applicants and employers by providing labor market information and the skill requirements necessary for employment in a high skill labor market.

Workforce Development Centers provide one-stop service. Labor Exchange, JTPA, Unemployment Insurance and Workforce Development services are offered at the same location. Assessment and counseling is provided by uniformly trained staff. A standardized process and a standardized set of assessment tools and strategies have been adopted statewide.

The Workforce Development Center is a step toward transitioning service delivery from a programmatic systems-based approach to an individualized, service-based approach. A more individualized delivery approach will assist in building the capacity of Indiana's workforce.

During a twelve month period (July 1, 1992 through June 30, 1993), approximately 26,000 Indiana citizens accessed Workforce Development Center services. Most of the 26,000 individuals were attracted to the Center by the variety of the job/career information available. However, once familiar with the services, nearly eight thousand individuals benefited from assessment and counseling services.

Who Benefits:

Unemployment Insurance Recipients, IMPACT (Food Stamps & JOBS) Recipients, Dislocated Workers, Youth, Job Seekers

Team Players:

Education, Commerce, Unions, Health & Human Services, Private Industry Councils, Department of Workforce Development, Department of Employment and Training

For More Information:

Carolyn Brown
Department of Workforce Development
(317) 232 - 0607

Iowa

Central Iowa School-to-Work Project

Project Description:

The Central Iowa School-to-Work Project helps at risk young people make the transition from school into productive adulthood. It helps them reduce the "float" time between their departure from secondary school and the point at which they settle into meaningful, productive work that can support both a family and full participation in the community. This Project, facilitated by the South Central Iowa Federation of Labor, AFL-CIO, utilizes placement sites, and resources for applied learning in basic and job-specific skills.

Working people, recruited through local unions and trained by the United Way of Central Iowa, serve as local mentors for at risk youth. The State Employment Service and local job training organizations help students assess their career interests and abilities, develop job shadowing opportunities matching those interests, and analyze those jobs in terms of the basic and applied skills needed to perform them. Faculty of area alternative high schools work with the job analysts to integrate those basic and applied skills into the curriculum for individual students. Students then spend time shadowing or working in the job. The result is an integrated approach to career assessment, classroom education, and job placement for at risk youth.

Who Benefits:

Youth, Employers, Schools, ES, JTPA, United Way, Unions

Team Players:

USDOL, Economic Development, Education, Schools, Private Sector Employers and Unions, Community Based Organizations, State Department of Employment Services

For More Information:

Tom Glenn
SCIFL, AFL-CIO
(515) 265 - 8309

Iowa

Ex-Offenders Become Skilled Workers: A Partnership Involving Business and Organized Labor

Project Description:

The Asbestos Removal Job Training and Placement Project for Offenders places ex-offenders into good paying asbestos removal jobs. The project involves the close collaboration of community corrections (5th Judicial District), a community based organization (Iowa Comprehensive Human Services (ICHS), an experienced skill training provider (the Iowa Laborers Training Fund), and asbestos removal contractors (through Laborers Local #177 and other Laborers Local Unions in Iowa).

Corrections staff identify and screen potential trainees, then a joint selection committee of project collaborators selects the project participants. ICHS provides project coordination and work readiness training to the participants, and the Laborers provide the skill training and job placement. The Corrections staff offers on-going support and follow-up services for offenders upon placement. The Central Iowa Employment and Training Consortium (CIETC) provides additional referrals to the project; basic and remedial skill training for some participants; and additional job skill training opportunities for some participants. All past project participants have been placed directly into asbestos removal jobs with signatory contractors paying union wages and benefits.

Who Benefits:

Low Income Persons who are under the supervision of the Central Iowa Probatio and Parole Department

Team Players:

Fifth Judicial District Community Corrections, Iowa Laborers Training Fund, Laborers International Union of North America, Local #177, State Agencies, ICHS, CIETC

For More Information:

Jim Underwood or Bill Matlock
Iowa Comprehensive Human Services
(515) 245 - 7800

Iowa

The Media in a Leadership Role: *Des Moines Register* Learning Center

Project Description:

The *Des Moines Register* Learning Center began as a collaboration between the YWCA and IBM Corporation. The program initially provided low income women with training and preparation for the working environment, and IBM contributed six computers to assist them.

When the program outgrew its facilities, the *Des Moines Register* provided one and a half floors of office space to the program in exchange for discounted child care for its employees. The program has expanded and now offers a variety of programs designed to assist low-income and under-employed individuals who want to improve their job opportunities through training and education. Classes are offered at no cost to qualified participants. The following program options are available:

Principle of the Alphabet Literacy System -Students use animated videos, computers, and word processors to learn reading, writing and basic touch typing skills.

Adult Basic Education- Students use computers and printed materials to improve reading, writing and basic math skills in order to prepare them for the Comprehensive Competencies Program.

Comprehensive Competencies Program- Students preparing to take the General Educational Developments tests (GED) use computers and printed materials to progress through an individualized program.

Job Training Center -Students in need of computer-based job skills recieve word processing, spread sheets and clerical training, and the learn job development skills.

Who Benefits: Youth At Risk, ADC Recipients, Low Income Individuals

Team Players: Private Corporations, Non-Profits, Department of Education, Central Iowa Employment and Training Consortium, Department of Employment Services

For More Information:

Chris Hensley
YWCA of Greater Des Moines
(515) 244 - 8961

Iowa

TARGET Alliance: A Cooperative Response to Workforce Issues

Project Description:

Iowa has established the Governor's TARGET Alliance (The Alliance to Re-Generate Employment and Training), a collaborative initiative of business executives, educators, government leaders and labor representatives. TARGET Alliance has been charged with helping Iowa employers, employees and educators prepare for changes in workforce diversity and workplace complexity that will occur in the 1990's and beyond.

The mission of TARGET Alliance is to engage representatives from each of the identified four sectors in a joint effort to increase the overall level of understanding about workforce issues and the range of possible solutions that are available to manage the challenges.

TARGET Alliance's aim is to improve decisions concerning human capital by providing information, fostering local alliances and supporting the development and implementation of local action plans to further local communities' efforts in addressing their specific workforce issues and needs.

Who Benefits:

Employers, Employees, Educators, Students, Parents, Job Seekers, Other Government Entities, All Citizens of the State of Iowa

Team Players:

The Project was established by the Governor, by Executive Order, Mandating Representatives from Business, Education, Government and Labor

For More Information:

Paula Bibler
Department of Employment Services
(515) 242 - 6466

Kentucky

The KEY Program: Employers in Schools

Project Description:

The Kentucky Employment for Youth (KEY) Program is sponsored by the Kentucky Job Service Employer Committee (KJSEC). Based upon existing, successful local JSEC programs ongoing in the Ashland and Owensboro areas, the KJSEC adopted as one of its goals for 1992 the implementation of the KEY Program in all 29 local JSEC areas.

The KEY Program involves local business leaders in their communities' educational systems. Employers visit classes at local schools to talk to the students about what they, as prospective employers of these students, will expect of them when they come seeking employment. The objectives of the program are to encourage the students to graduate from high school; to promote an awareness of the importance of post secondary training and the necessity of life-long learning in the workplace of the future; and to teach basic job-seeking and job-keeping skills.

As the actual employers these students can expect to meet when they eventually seek work, it is believed that the students pay closer attention to them and more readily accept the training as being worthwhile and valid than they would if the same information was taught by a teacher.

The local JSECs are provided with a basic training outline, materials, and handouts regarding the KEY Program; however, they have a great deal of freedom in developing the actual program for their school. In addition, the local JSECs, in cooperation with school officials, may choose the level of students they target from middle school through senior high. Generally, those students who are not expected to pursue a college degree are targeted.

As of September 1, 1993, the program has been presented in 53 different schools to a total of over 14,500 students. The response to the program has been overwhelmingly positive.

Who Benefits:

Youth, Employers, the Job Service, School Systems

Team Players:

The Kentucky State Job Service Employer Committee, Local Job Service Employer Committees, Local School Systems, Department of Employment Services

For More Information:

Corline Stucker
Department for Employment Services
(502) 564 - 7456

Massachusetts — Career Centers for Dislocated Workers

Project Description:

The mission of the Career Center for Dislocated Workers is to provide appropriate assessment, counseling, remedial and/or occupational training, job development and employment services to eligible dislocated workers.

The Career Center offers counseling, training, job development and job skills workshops which include self assessment, resume/application clinics, networking, interviewing, personal strategies, and success team support groups. A variety of workshops is also provided.

The Department of Employment and Training (DET)), the Industrial Service Program (ISP), and the Metro South/West Employment and Training Administration (SDA) pool resources and staff to create the best services for clients. The 23 staff are managed by one director funded by one of the three agencies, which creates one team working towards seamless services.

Four unique program components were developed:

1. A 9 day **Consulting Seminar** is offered to prepare the unemployed worker who is interested in meeting the changing needs of Massachusetts employers to hire consultants instead of full time employees.

2. **Industry Briefings** are offered to cover overviews and specific information on emerging industries and pertinent information to search for work in the service delivery area.

3. **Monday Morning Musters** provide the support, motivation, and positive atmosphere needed to reenergize clients' job search efforts on a weekly basis.

4. **The Software Council Project** is a collaboration of the ISP, DET, and the Software Council of Massachusetts to retrain dislocated workers from computer hardware companies and place them in internships in software companies to gain work experience and first hand knowledge of the company culture.

Who Benefits: Dislocated Workers, Employers

Team Players: Industrial Service Program, Software Council of Massachusetts, Metro South/West Employment and Training Administration, Department of Employment and Training

For More Information:

Arleen Damon
Department of Employment and Training
(617) 727 - 0224

Massachusetts — Collaborative Venture to Assist Dislocated High-Tech Workers

Project Description:

Massachusetts lost over 73,500 high tech jobs since the economy began declining in 1988. Professionals and non-professionals alike have been affected by the 22% decline in high tech jobs. In response, the Massachusetts Department of Employment and Training (DET) with the collaboration of private companies, educational institutions, and government has initiated many effective job training and job search strategies for dislocated high tech workers. Four of many existing collaborative initiatives are described below.

The Software Council Fellowship Program (SCFP) reskills experienced professionals from defense, computer hardware and electronic companies for careers in the software industry. Dislocated workers, called Fellows, spend three to five months at a host company working on specific software projects. SCFP is a "win win" program for both the Fellows and the employer.

The Metro Southwest Career Center provides job search assistance to dislocated workers. The Center, located in a high tech area, offers unemployed professionals and nonprofessionals job search workshops, industry presentations, job development, skill training referrals, mental health counseling, and an automated resource library.

The Tactical Training Initiative (TTI) helps manufacturing companies to get started, expand, and modernize. TTI finances a portion of the cost of providing industry-specific skills training to employees. Companies are required to make specific job creation commitments in exchange for training assistance.

The Massasoit Community College Project provides students with innovative job placement and career services. Students have access to DET's Employment And Training Directory (TED) and other DET resources such as skills assessment testing, career exploration and job search workshops, and labor market information. Students are encouraged to pursue growth occupations, such as in the health care industry, and are given career counseling.

Who Benefits:

Dislocated High Tech Workers - Professional and Nonprofessional, Employers, Educational Institutions

Team Players:

Employers, Software Council, Community Colleges, Municipalities, Non Profit Agencies, Department of Employment and Training

For More Information:

Colleen Price
Department of Employment and Training
(617) 727 7092

Massachusetts — The Governor's Job Match

Project Description:

Begun to help stimulate a lagging economy, the Governor's Job Match formed a unique collaboration between the media, employers and state government. Held for the past two years, this initiative allowed all three groups to play an active role in addressing the problem of unemployment by helping the jobless get back to work.

The most unique assistance to the Job Match came in the form of printed public service ads. These quarter-page ads, encouraging employers to use the Department of Employment and Training's (DET) employment services, ran throughout the month of May during 1992 and 1993. In our experience, no print media has ever participated so fully in a public service campaign. In May of 1993, 113 participating newspapers and weekly chains donated ad space, a 62 percent increase over the 1992 participants. These ads totaled approximately $750.000 and reached an estimated 2.8 million readers. The Boston Globe alone, New England's largest daily newspapers with a circulation of 780,000, donated more than $18,000 in ad space to this year's campaign.

The role of the media created the most Job Match awareness. About 80 broadcast outlets ran PSAs to support the 1993 Job Match campaign. Five high-profile "kick-off" events held regionally across the state — this year featuring the Governor — received positive media coverage, including an editorial in one of the state's largest newspapers. And, stories promoting local Job Match results, prompted by thank you letters sent to publishers, also ran in many daily and weekly newspapers throughout June and July.

In addition to the PSAs and advertising space, a Governor's letter was sent to 25,000 statewide employers in the 1993 campaign. This direct mail piece, which encouraged employers to list their jobs with DET, was responsible for a large bulk of the job listings obtained.

During this year's Governor's Job Match, 6,900 jobs were listed with DET and 1,600 people have been placed into jobs through the end of July.

The Governor's Job Match has proven to be a highly effective, low cost partnership effort that has contributed to the well-being of the Massachusetts economy.

Who Benefits: Job Seekers, Recruiting Employers

Team Players: Employers, State Government, Print and Broadcast Media

For More Information:

Lynn Frazer
Department of Employment and Training
(617-727-0331)

Missouri

Vocational Technical School In-School Placement Program

Project Description:

The Missouri Division of Employment Security's (DES) area vocational technical school in-school placement program assists students in the transition from the classroom to the workplace.

The program is funded through an equal combination of Wagner Peyser 10% and local school funds to place a DES staff person on-site in schools to provide services for students. These services include registration for the Division's computerized job matching system; labor market information; training in job seeking and job keeping skills; job development; job referral, placement and follow-up.

The Division also contracts with two rural Service Delivery Areas within the State to provide additional assistance to students attending area vocational technical schools and a local community college. The Job Training Partnership Act provides funds which replace those of the local school in this arrangement.

Follow-up reports show that placement numbers have increased in schools where the cooperative efforts exist. The key to the program is DES flexibility to tailor the core services to best meet the needs of the participating schools. However, it is vital that all project partners understand that the role of Employment Service in the school is to supplement, not supplant, existing services and that together systems can accomplish far more than standing alone.

Who Benefits:

Youth, Job Seekers, Employers, JTPA Participants

Team Players:

Area Vocational Technical Schools, Missouri Department of Elementary & Secondary Education, Western Missouri Private Industry Council, Division of Employment Security

For More Information:

Bev Kelsay
Missouri Division of Employment Security
(314) -751 - 2154

New Mexico

Rural Outreach through Interactive Television

Project Description:

Interactive television is a means to provide outreach, recuritment/eligibility determination and referrals for rural New Mexico customers.

Presently, nine school systems use the interactive television system to provide the required K-12 courses to students in rural communities. Television monitors and cameras are available in these school districts to produce two way communication (audio and visual) between customers and an interactive television aide. The aide provides intake, referral and services for JTPA, UI and Wagner Peyser customers. Each school district serves as the focal point of the program.

Interactive television has made government services more accessible to rural New Mexico customers.

Who Benefits:

Adults, At-Risk-Youth, Older Individuals, Employers, State, County and City Customers, as will as Future Education, Human Services and Health Customers

Team Players:

New Mexico Department of Labor, Clovis Community College, 9 School Districts, Labor, Eastern New Mexico Rural Cooperative/Local Communities

For More Information:

Jerry M. Kloeppel
New Mexico Department of Labor
(505) 827 - 6819

New York — Community Service Centers

Project Description:

In 1988, the New York State Department of Labor began to change the way the basic labor exchange and unemployment insurance services were delivered to the people of New York State. The Job Service and Unemployment Insurance Divisions, once separate entities, were restructured to emphasize service (to job seekers, unemployment insurance recipients, and employers), and were combined into a single team delivering coordinated service to the entire community—thus the name Community Service Center.

These centers facilitate a coordinated, one-stop shopping approach to customers seeking employment services and unemployment insurance benefits. Also, under the umbrella of the Community Service Center, State and local agencies, and not-for-profit organizations are invited to share space and provide on-site customer services. The Community Service Center approach has the following objectives:

- To improve the quality, effectiveness and availability of services to various constituencies through a network of collocated service centers.
- To structure each center around the particular needs of the community it serves.
- To integrate Department of Labor services with employment, training, education and intervention programs offered by other State and local agencies and community-based organizations to make it easier for customers to obtain needed services and maximize use of community resources.
- To use automation technology to expand the availability of employment and training related information to audiences across the State.
- To allow for more flexibility in the assignment and reassignment of staff to meet peak, seasonal or cyclical fluctuations in work load.
- To encourage change, innovation and experimentation within the Department of Labor.
- To enhance communication and information sharing among Department staff.

As of September 1993, the Community Services Division had over 80 offices located across the state, of which 51 have been fully renovated as Community Service Centers; 27 additional offices have been formally accredited as operating in the Community Service Center mode.

Who Benefits:

Job Seekers, Unemployment Insurance Benefit Recipients, Employers

Team Players:

New York State Department of Labor, several other State Agencies, Cooperating Employment and Training Agencies, Community-Based Organizations, Unions, Employer Organizations

For More Information:

Nancy Dunphy
New York State Department of Labor, Community Services Division
(518) 485 - 1140

New York

School-To-Work Transition Fellowships for Guidance Counselors

Project Description:

The young people of today face multiple problems in dealing with possible career paths. High school guidance counselors play a key role in the future of high school students who will make up the workforce of tomorrow. The school-to-work transition fellowships for guidance counselors help guidance counselors keep up-to-date on the latest vocational trends and the overall labor market, thereby giving the youth of today improved career guidance, direction and counseling.

The New York State Department of Labor has instituted an innovative summer program. Guidance Counselors, employed at the secondary level, are given first hand experience in key Department of Labor operations, such as providing labor market information, the labor exchange process, the unemployment insurance benefits program and employment services to targeted groups (including youth).

Through a memorandum of agreement with the State University of New York at Empire State College, counselors participating in this program are eligible to receive three graduate credits upon successful completion. Fellows were required to write a 7-10 page "reaction paper" describing ways in which their summer experience will be of value in working with students. A key positive result of this program has been on-going linkages with the Department of Labor after resumption of the academic school year.

Who Benefits:

Guidance Counselors Employed at the Secondary Level, Current and Future High School Students Counseled by the Program Participants

Team Players:

New York State Department of Labor, New York State Education Department, The State University of New York at Empire State College, The New York State United Teachers

For More Information:

Peter S. Kilcommons
New York State Department of Labor
(718) 797 - 7762

Ohio

Customer Service Centers: One Stop Assistance for Streamlining Service Delivery

Project Description:

Ohio's Customer Service Centers are a first look at how government must re-examine how it delivers employment services to meet the challenge of integrating services. The word "service" stands for our commitment to determine the needs of our customers and take that extra step to ensure that those needs are met. The "one-stop shopping" concept allows customers to meet with one customer service representative who assesses that person's needs, takes an unemployment claim, registers him/her for employment services, and refers the individual to a variety of other programs. Many such programs have staff housed in the Customer Service Center.

Each community is different, with unique workforce problems and resources. The Customer Service Center concept allows each center to be locally designed to meet the needs of that area, however, each has several features in common in addition to "one-stop shopping." These include: full integration of employment services with related agencies, changes in forms and work operations, improved professional environment conducive to service to customers, and a "kid space" to make it easier for parents to bring their children when seeking employment services.

Three pilot centers opened in the fall of 1992. Approximately 10 more are scheduled to open in 1993. Additional offices will be converted annually.

Who Benefits:

Ohio Citizens, Employers, Other State and Local Agencies, Workforce Development Programs

Team Players:

Ohio Bureau of Employment Services, other State Agencies, Local Agencies and Workforce Development Programs, County Commissioners, State Employee Labor Union, State Architect, Little Tikes Company, Local Libraries

For More Information:

Bill Lind
Ohio Bureau of Employment Services
(614) 644 - 5634

South Carolina

Coordinated Economic Development for Job Creation

Project Description:

For the past 30 years, South Carolina State Tech's Special Schools have enjoyed tremendous success in training workers for new jobs in new and expanding industries. This success has been realized because of a very close working relationship with the South Carolina Employment Security Commission. Through the Commission's Job Service offices located in each of the State's 46 counties, Tech Special Schools have been able to train over 140,000 South Carolinians for jobs in industry.

The process begins with a new or expanding industry announcing that it will provide X number of new jobs in its manufacturing facilities. In subsequent meetings with Special Schools' officials and company personnel, details such as personnel charts and job descriptions are developed. The job descriptions are then given to the local Job Service representatives by Special Schools. Application taking, testing and interviewing are then established to meet the personnel requirements of the company.

JOB SERVICE ACTIVITY: As a project is being developed, the Job Service secures job descriptions, selection criteria and volume of applicants needed. Working in cooperation with Tech Special Schools, a recruitment schedule is established. Intake, screening, testing (as needed) and referrals are accomplished to meet employer objectives. Employer and training facility feedback is utilized to insure quality referral and placement services.

SPECIAL SCHOOLS ACTIVITY: Following the recruiting and selection activity, each person meeting the criteria is invited to participate in the Special Schools classes. His/her class performance is monitored very closely by instructors, company representative and members of the Special Schools Staff to assure that the specific knowledge and skills to perform on the job are being acquired. Upon successful completion of the training each student is given a certificate, certifying that he/she has gained the appropriate knowledge and skills to perform at an acceptable level in the new job. Because of it's success in training people for new jobs, South Carolina State Tech's Special Schools has become a key in attracting new industry to the state.

Who Benefits:

Underemployed Workers, Job Seekers, Business, Industry

Team Players:

SC State Board for Technical & Comprehensive Education, Economic Development Division,and the South Carolina Employment Security Commission

For More Information:

Ryan Powell
State Committee Tech Special Schools
(803) 737 - 9341

Texas

Central Texas Community Job Fair Spotlighting Veterans

Project Description:

Killeen's Texas Employment Commission (TEC) office is a part of the Fort Hood community. This U.S. Army post is officially referred to as the largest military installation in the free world with over 44,000 troops in residence. Anywhere from 800 to 1200 soldiers leave active duty here each month and enter the civilian workforce.

The Killeen TEC office knew there was employer interest to support a major job fair. The biggest feature to attract major employers world be veterans with a security clearance. As a part of job development by placement specialists working with separating soldiers from Fort Hood, we found employers were hiring these emerging veterans in increasing numbers. Technical skills and training in addition to post secondary degrees made these transitioning veterans desirable. Many companies and recruiters were making specific requests for increased access to separating soldiers and veterans.

The first Professional Technical Job Fair took place in 1989. Funded from the local private industry council under JTPA Title III, the response was a reaction to a reduction in force (RIF) on Fort Hood. Employers who had utilized the job service were issued invitations. Over 50 employers from 14 states were represented and over 3,000 job seekers attended making this one of the largest job fairs in the state. Many companies, such as General Dynamics, had never participated in a job fair. Some veterans came from as far as Wyoming and Georgia to have this unique access to certain companies. The following year the 1990 Job Fair was expanded to a two-day format and attracted recruiters from 54 companies and over 6,000 job seekers, a majority of whom were veterans or soon to be veterans.

The 1992 Central Texas Community Job Fair proved to be a remarkable event in serving transitioning soldiers and veterans. Cooperation hosting the event came from the entire Fort Hood community. The post's commanding general lent full support. Central Texas College provided the printing for 6,000 job fair guides. Area chambers of Commerce and the Association of the United States Army contributed.

Turnout for the 1992 Job Fair exceeded all expectations. Company recruiters were capped at 54 due to limited space resulting in a dozen companies left on a waiting list. Over 8,000 job seekers attended. The number of resumes collected by recruiters varied from each company, but is estimated at well over 25,000. (DynCorp, for example, accepted 84 resumes, resulting in 28 veterans being hired.) At this time final preparations are underway for a 1993 Job Fair. Funding is again provided through Wagner-Peyser 7(b) as a part of the task force operation. This year 70 companies will be recruiting. By moving the fair to a larger facility more space for recruiters and applicants is being achieved.

Who Benefits:

Recently separated and soon to be separated veterans

Team Players:

Army Career and Alumni Program (ACAP), Ft. Hood, Central Texas College, Texas Employment Commission

For More Information:

Alice Mehringer
Texas Employment Commission. Killeen
(817) 526-4124

Virginia

The Job Service/Community College Connection

Project Description:

The Virginia Employment Commission (VEC) will construct a building on the Manassas campus of the Northern Virginia Community College (NVCC). This building will house VEC's Job Service and Unemployment Insurance along with NVCC's Division of Continuing Education and four classrooms.

This project will foster numerous opportunities for cooperative efforts, including, but not limited to the following:

- Partnership between VEC's Employer Advisory Committees and NVCC Advisory Boards.
- Increased awareness of needs for non-traditional training stimulated by co-housing VEC's Apprenticeship program with NVCC.
- Joint efforts with Economic Development to encourage prospective employers to locate in the area.
- Shared use of staff resources and expertise, such as using NVCC's counselors to assist job seekers.
- Enhanced access for NVCC to VEC's labor market information for use in planning as well as in career guidance.
- VEC could serve as a site for NVCC's intern program.
- NVCC's classrooms could be available to VEC for meetings, conferences and staff training. This includes the planned computer lab.

Who Benefits:

Job Seekers, Individuals Needing Training, Area Economic Development, Agencies, Students, Community Colleges

Team Players:

Community College Officials - On Both State and Local Level, Virginia Employment Commission

For More Information:

Rick Slusher
Virginia Employment Commission
(703) 361 - 1126

Washington

County Skill Centers: From Maze to Amazing

Project Description:

The Columbia Gorge Job Service Center (JSC) integrates traditional Employment Security functions with JTPA programs and other special initiatives to provide exceptional employment and training opportunities for both youth and adults. Skill Centers are co-located with the JSCs. These "Centers" have been developed through the collaborative effort of business, education, state and local government, community based organizations and social groups. Curriculum is based on an individual's employment or career objectives. Both individual and group instruction if offered. A computer lab features "state of the art" technology and the award winning PLATO software.

Job Service/Skill Center staff cut through the maze of various programs' eligibility requirements and red tape to provide a single, focused employment or training program.

In addition to unemployment insurance claims, job placement, JOBS, and other Employment Security functions, we provide Adult Basic Education, GED preparation, Alternative High School for both Klickitat and Skamania Counties and college level classes and Bachelor Degree programs through a special contract with Washington State University.

The following is a list of benefits of this coordinated effort: minimal administration, team approach to client services, one-stop shopping, training developed for specific jobs or career goals, current list of job orders through the state-wide Job Net systems to which individuals can be referred and blending of funds for which a person qualifies.

Who Benefits:

Students at Risk and High School Dropouts, Other Disadvantaged youth and Adults, Welfare Recipients, Job Seekers, UI Claimants, School Districts, Community Colleges

Team Players:

Community Colleges, Washington State University, School Districts, PICS, DSHS, Economic Development Organizations, County Commissioners, Business and Industry Representatives,and the Employment Security Department

For More Information:

Thomas G. Kennedy
Washington State Employment Security Columbia Gorge Job Service Center
(509) 493 - 1210

Washington

Multi-Agency Center for Workforce Training

Project Description:

It has become apparent in the Bellingham area that classes to provide remediation services to clients have reached or are close to maximum enrollment capacity. This lack of capacity may curtail or interfere with the effectiveness of ongoing collaboration and service delivery to clients.

Experience has demonstrated that a timely sequence of appropriate, sequential training activities both increase client motivation and the probability of moving into self sufficiency. Therefore, the Department of Social and Health Services, Employment Security, The Private Industry Council and Bellingham Technical College have joined forces to develop a common strategy to serve mutual clients. The strategy is that rather than providing services based on the constraints of each organization's regulations and funding, these organizations have agreed to combine resources and expertise to create a cooperative learning center, The Center for Workforce Training and Preparation. The common denominator for these organizations is the shared value that basic skills education is the cornerstone of all of their employment and training activities. Each partner understands that the success of their client relies on the client's educational skills.

Who Benefits:

Individuals who have not completed high school or have no GED, Job seekers, PIC Participants, Employment Security and Department of Social and Health Services,Employees whose skills need upgrading

Team Players:

Department of Employment Security, Department of Social and Health Services, Private Industry Council, Bellingham Technical College

For More Information:

Nelson Meyers
Employment Security Department, West Region Office
(206) 589 - 7276

Track II

Building a Customer Driven System: Empowering Job Seekers, Employers and Other Labor Market Participants

Arkansas - Occupational Data Tools for Career Planning 27

California - "You're the Boss": Customer Access to State Services 28

Colorado - Improved Job Matching Through Full Text Search 29

Florida - Automated Self-Registration for Employment Services 30

Georgia - The Transition Assistance Program: Responding to Military Downsizing 31

Indiana - Assessment Tools for Competitive Skills Development 32

Maryland - Professional Outplacement Assistance Center 33

Maryland - The Resume Classification System 34

Massachusetts - Opportunity Job Centers, Employment Service Resource Rooms 35

New Mexico - Employer Hiring Lists 36

New York - Expanding Access to Job Search Information Across the Community 37

North Carolina - Interactive Job Bank Listings 38

North Dakota - "One-Stop" Approach to Human Resource Program Delivery 39

North Dakota - Qualification Driven Referral System 40

Ohio - Skills match: A New Approach to the Job Match Process 41

Virginia - Automated Labor Exchange (ALEX) 42

Virginia - Automated Labor Information for the Commonwealth's Economy (ALICE) 43

Virginia - Employer Vacancy Entry (EVE):
Opening Employment Services to Direct Employer Access 44

Washington - Rural Office Self help: Remote Access
to Employment and Training Services 45

Wisconsin - Office of the Future 46

Arkansas

Occupational Data Tools for Career Planning

Project Description:

The Job Hunter's Guide to Arkansas is a 244-page paperback book containing information on topics such as the cost-of-living in Arkansas and a list of the largest manufacturing employers in the state. The book is designed to serve job seekers, counselors, new residents, natives of the state and people considering a move to Arkansas. The *Guide* helps the reader determine the right job for him/her; proper methods of securing a job; and locations of major employers. Included are tips on what to do and not do on job interviews; what to include on a resume; and how to write letters of application. This book has been so popular that a second printing was recently completed in order to fill the number of requests.

The Arkansas Career Watch is a 36-page newspaper designed to provide career information to high school students and job training participants who are beginning to plan their careers, as well as adults who may be in the midst of a career change. The *Career Watch* contains information on 200 occupations (i.e., job description, earnings, training requirements, etc.), and education information and articles about career planning. The newspapers provide teachers with valuable Arkansas career information to use in their classrooms; they can also be taken home by students to furnish current and useful information for parents and other family members. In addition, the 1992 *Career Watch* contains a special four-page pull-out section on the Dislocated Worker Program. This section is designed specifically to be used in providing information to participants in Dislocated Worker Workshops. In 1992, approximately 110,000 *Career Watch* newspapers were distributed in Arkansas.

Who Benefits:

Job Seekers, Dislocated Workers, Students, Career Changers, Counselors, State Agencies, JTPA Participants, Persons Relocating to Arkansas

Team Players:

Most Other State Agencies, Educational Cooperatives, Farm Bureau, Historic Preservation Program, Federal Job Information Center, University of Arkansas, Employment Security

For More Information:

Coy Cozart
Arkansas Employment Security Department
(501) 682 - 3159

California

"You're the Boss" - Customer Access to State Services

Project Description:

Authorized under Senate Bill 1869 in 1988, the Health and Welfare Data Center began Info/California, an advanced technology project. Info/California is the product of IBM and North Communications. The goal of Info/California is to provide the public with access to information through the use of full motion video, computer graphics, high quality stereo sound and a touch screen terminal. Info/California saves government staff time by eliminating the routine processing of paperwork and reducing the number of administrative errors. Citizens can learn about a variety of government services which include topics on education, employment, environment and resources, and family.

During the Info/California pilot project, kiosks were established throughout the state in shopping malls, grocery stores, libraries and public buildings. In Phase 1 of the pilot, Job Match was the only interactive application. Phase 2 and Phase 3 allows customers to order birth certificates interactively and pay vehicle registration fees through the use of a credit card.

Job Match has been the most highly used application. Job Match provides information on the number and types of jobs available in the state as well as the nearest Employment Development Department office to register for work.

Beginning in September 1993, Info/California was expanded to include over 100 additional kiosks in various high density locations throughout the state. The kiosks will be placed primarily in Los Angeles, San Diego, and Orange counties with remaining kiosks situated in the San Francisco Bay area and the Northern half of California. Participating state departments are evaluating the pilot project and making recommendations for improvements to current applications. The departments are also recommending new applications to be placed on Info/California. The development phase began with the award of the Info/California contract to a vendor in September 1993. The kiosks are being installed through May 1994.

Who Benefits: All Residents of California, Employers, State Agencies

Team Players: Most State Agencies

For More Information:

Thomas P. Nagle
Employment Development Department
(916) 654 - 8210

Colorado

Improved Job Matching Through Full Text Search

Project Description:

Following dramatic staff reductions in late 1990, the Colorado Department of Labor and Employment's management team embarked on a new project, "New Directions", designed to enhance the delivery of effective and efficient customer service.

Through centralization of unemployment insurance services to a 1-800 phone system, the "Unemployment Offices" became true employment offices. To deliver quality job match applicants to employers it became apparent that skills and *Dictionary of Occupational Title Codes* needed to be matched. Colorado "shopped the nation" contacting all state employment service agencies to identify the premier job match system.

The solution to the job match problem was use of a full text retrieval software package to ensure the primary objective of an "enhanced job matching function" was met. The new system guarantees that the best qualified applicants will be referred to the employer in the most expeditious manner. The secondary advantage of the project is the accessibility for all mainframe users to the software package and its text retrieval capabilities.

The system was installed in the fall of 1992. Benchmarking was done in August of 1993 and early results of the increase quality of job match through text retrieval are expected in late 1993.

Who Benefits:

All Employment Service Staff, Any Entity needing immediate on-line access to a textual data base

Team Players:

Colorado Department of Labor and Employment, Document Systems, Inc.

For More Information:

Judith Richendifer
Colorado Department of Labor and Employment
(303) 837 - 3900

Florida

Automated Self-Registration for Employment Services

Project Description:

Florida's Job Service Self-Registration Program (SRP) was designed to service an increasing number of applicants who must be fully registered for employment. The SRP is user friendly so that even customers who have never used a computer are able to access information successfully.

The program is also a learning tool to help clients use the more sophisticated Job Information System allowing them to search for their own job match. The SRP instructions are color-coded; so instead of being told to press the enter key, the applicants are told to press the yellow key.

The SRP obtains all necessary information required on Florida's Job Service Registration Form. It is mandatory to enter at least one Dictionary of Occupational Titles (DOT) Code and experience within that code, although the applicant may input up to three codes.

Benefits for Florida include saving many hours of data input. Customers who self-register, use the Job Information System, receive a referral and obtain a job are satisfied in a quick, efficient manner. Customers who need further service because of a barrier to finding suitable employment are being serviced by a staff that now has the time to concentrate on helping people rather than inputting data.

Who Benefits: Job Seekers Who Need a Full Registration

Team Players: N/A

For More Information:

A. E. Rhodes
Florida Department of Labor and Employment Security
(904) 488 - 9180

Georgia

The Transition Assistance Program: Responding to Military Downsizing

Project Description:

The Transition Assistance Program (TAP) is designed to help members of the Armed Forces make the adjustment from a military lifestyle to a civilian environment. TAP was implemented in Georgia in May 1990 at the Army's Fort Benning. Since then, TAP has become operational at Fort McPherson, Fort Gordon, Fort Stewart, Robins Air Force Base, the Marine Logistics Base - Albany, and the Naval Submarine Base - Kingsbay. Services vary at the sites, but all locations offer Job Search Workshops. Additionally, the Georgia Department of Labor has outstationed Disabled Veterans Outreach Program Specialists on a full-time basis to provide an entire range of employment services to assist military personnel in transition.

Several thousand participants have completed TAP workshops in Georgia. Results from the program are extremely positive. A large majority of TAP participants have indicated that the workshops were instrumental in their being better prepared to face the job market.

Who Benefits:

Military personnel and their spouses within 180 days of exiting military service

Team Players:

Veterans' Employment and Training Service, U.S. Department of Labor, Department of Veterans Affairs, Army Career Alumni Program, Department of Defense, Georgia Department of Labor

For More Information:

John Roberts
Georgia Department of Labor
(404) 657-9703

Indiana

Assessment Tools for Competitive Skill Development

Project Description:

Indiana determined that the labor exchange function plays a critical role in identifying skill deficiencies and assisting customers to become more competitive in the labor market. A standardized assessment process and "core" set of assessment tools and strategies were adopted for utilization in Indiana's 16 Workforce Development Centers.

Research has shown that the choice of assessment tools greatly influences whether customers are referred to basic skills classes, specialized training or steered into employment. Staff at Indiana's Workforce Development Centers are using a new set of standardized assessment tools to evaluate their customers' skills, abilities and needs.

The 16 Workforce Development Centers opened for business in July, 1992. All staff have been uniformly trained in administration and interpretation of the standardized assessment tools. The core set of tools are mandated for use before any "optional" assessment tools are utilized. Case management allows coordination of interventions to fulfill the customer's employability development plan.

Who Benefits: Unemployment Insurance Recipients, IMPACT (Food Stamps & JOBS) Recipients, Dislocated Workers, Youth, Job Seekers

Team Players: Education, Commerce, Unions, Health & Human Services, Private Industry Councils, Department of Employment and Training, Department of Workforce Development

For More Information: Carolyn Brown
Department of Workforce Development
(317) 232 - 0607

Maryland

Professional Outplacement Assistance Center

Project Description:

The Professional Outplacement Assistance Center offers a full range of assessment and employment services to empower dislocated managerial and technical workers to find new jobs. The facility and its services are designed to bring together, in one location, the information, tools and resources that professional, managerial and technical individuals need to serve themselves. Center staff provide job seekers with similar reemployment resources that senior management personnel receive through expensive private consultant outplacement assistance.

A motivational orientation, "Jump Start", is used to give groups of 40 an introduction to Center services. An analysis of skills, including skills transferability, and employment assessment assist the job seeker in developing a self-directed employment search plan.

With Self Service delivery strategies, job seekers use a computer resource lab and extensive library to access the state's job bank to develop job prospects; prepare resumes and correspondence; and maintain or develop software skills. Basic office equipment including telephones, copiers and fax machines is also available. These resources are complemented by seminars and workshops, an entrepreneurial matching service and peer training and counseling to support professionals in their job search.

Who Benefits:

Unemployed Professional, Technical and Managerial Workers, Employers, Job Service and JTPA Colleagues

Team Players:

Department of Economic and Employment Development, The Maryland Job Service Employer Committees, Private Industry Councils, JTPA Service Delivery Areas, Community Based Organizations

For More Information:

Stephen R. Gallison
MD Dept. of Econ. & Empl. Devel. Professional Outplacement Assistance Center
(410) 859 - 3499

Maryland

The Resume Classification System

Project Description:

Maryland's Alexus, "Automated Labor Exchange", capabilities and services include:

- Direct access by employers to a candidate résumé bank covering an entire labor market service area.
- Access by job seekers to a regional job bank.
- Automated matching and dissemination of candidate résumés to employer job profiles.
- A "distribution channel" capability to bring the services to employers and candidates.
- CD-ROM publishing of candidate résumé bases.
- Full-text, natural language search with context, concept and relevancy ranking
- Services for marketing, distribution, production and customer service.

The Alexus project is multi-phase, and the initial service capabilities have been in operation for several years and are marketed to customers under the name Résumé Classified.

Résumé Classified service gives employers direct recruiting access to regional labor markets. Employers use "At-A-Glance" listings to select candidates by occupational title. Then they simply call the Résumé Classified service telephone number and use a touch-tone phone to enter résumé selections. Résumés are printed at the employer's fax.

Alexus capabilities can be utilized by employment security agencies as a service that does not require the agency's manpower. Alexus capabilities can also be used to build an in-house agency program. Alexus is an open system designed around computer industry standards. This gives the Alexus platform easy interconnection to other applications and systems. Alexus runs on Microsoft Windows, Novell NetWare, OS/2 servers, and Unix servers.

Who Benefits:

Job Seekers, Employers, Other State Agencies

Team Players:

Department of Economic and Employment Development, Advantage Systems Corporation

For More Information:

Dale M. Ziegler
Maryland Department of Economic and Employment Development
(410) 333 - 5070

Massachusetts — Opportunity Job Centers, Employment Service Resource Rooms

Project Description:

The Employment Service has been challenged by an increasing demand for services while resources have remained stable or declined. The Massachusetts Department of Employment and Training (DET) has designed services that allow motivated job seekers to conduct an effective job search with support provided by DET.

Resource Rooms in local DET offices are more than a compilation of career planning materials. The real value of the service provided by having an area in which job seekers can access information, is in the ability to empower an individual to develop and conduct his/her own job search activities. In a well equipped facility there is a large amount of information available that is easily accessible.

In addition to a range of "how to" books and career planning texts designed to assist a comprehensive job search, there are business reference sources, professional newsletters and journals and national, regional and local newspapers. The job seeker is motivated to continue his/her search by utilizing a computerized job listing to identify potential jobs, PCs for resume preparation and cover letters and telephones, photocopiers and fax machines.

Local office resource rooms provide a place to use time productively while waiting for other DET services. There is a positive support network of peers to motivate job seekers. Customers often find not only resources for their job search, they find an array of helpful information on community resources such as transportation, health insurance, child care and financial assistance.

Who Benefits:

Job Seekers and UI Claimants, Professionals, Non-Professionals, Welfare Recipients, Older Workers, Youth

Team Players:

Boston Public Library, Boston University, Radcliffe Career Services, University of Massachusetts, Department of Employment and Training

For More Information:

Joan Pearson
Massachusetts Department of Employment and Training
(617) 727 - 7092

New Mexico

Employer Hiring Lists

Project Description:

The New Mexico Employer Hiring Lists identify local employers, companies that employ workers in particular occupational classifications, and employers that have been hiring. This list is available to all Employment Service job applicants at New Mexico Department of Labor offices.

The list consists of a series of comprehensive data bases available through the state employment security agency to identify companies and categorize their workforces. Employment service personnel, local office interviewers and counselors access these through a personal computer system to provide clients with a number of possible job leads, even though these employers do not list their job orders with the employment service.

Who Benefits:

Placement Officers, Program Planners, Job Seekers

Team Players:

N/A

For More Information:

Charles Lehman
New Mexico Department of Labor
(505) 841 - 8455

New York

Expanding Access to Job Search Information Across the Community

Project Description:

Since the advent of the Community Services Division, the sharing of job orders and related information has been greatly expanded by linking the New York State Department of Labor's mainframe computer with those of other cooperating entities, and by the placement of interactive personal computers known as JOBS Plus! in shopping malls, Department of Motor Vehicle offices, libraries and other high traffic public access locations throughout the State.

Department services are now available to increasing numbers of high school, college and university students, library users, shopping mall visitors, inmates in pre-release programs, customers who access computer networks of many cooperating state agencies and individual personal computer users.

Using on-line technology, the WORK Station provides self-directed job search capabilities and access to information on Civil Service examinations, education and training, labor market information, a community directory and a Labor Department directory and list of services. Easy-to-understand, step-by-step instructions on-screen guide the user.

A similar menu system is available on the Department's JOBS Plus! interactive computers featuring a color touch-screen used to search for information and print out job listings by touching "buttons" on the screen itself. These units can be used as stand-alone devices and set up anywhere they can be plugged in, with introductory content available in either English or Spanish.

The Department has also implemented Extended Access Services to Employers, a system which allows self-entry of job orders by employers via personal computer and modem.

Each Regional Office has available portable personal computers with mainframe dial-up capacity available so the WORK Stations and applicant services can be part of exhibit activities at job fairs and other community events.

Who Benefits:

Job Seekers, Youth, State and Local Agency Staff, Elected Officials, Career Development/Educational Community Members

Team Players:

New York State Department of Labor, Education Department, State Senate and Assembly, Division of the Budget, State University of New York, University of New York, Department of State, Others

For More Information:

Nancy Dunphy
New York State Department of Labor Community Services Division
(518) 485 - 1140

North Carolina — Interactive Job Bank Listings

Project Description:

The Employment Security Commission of North Carolina implemented an automated Job Information Service (JIS). JIS is an on-line, self-directed job search system that allows public access to the Agency's statewide Job Bank. Job orders are added and deleted dynamically as new openings become available and existing ones are filled or deleted. There are 450 video display terminals available for public use in 87 Job Service locations.

Job applicants registered with the Employment Service can access JIS by means of voice response technology. By using a touchtone telephone, job applicants can dial into the computer and access job orders.

In addition to agency locations, JIS is available in 32 unit offices of Vocational Rehabilitation Services, 30 community colleges, seven Social Services (JOBS) offices, four universities, two inner-city housing projects, two Service Delivery Area (SDA) offices and two satellite locations at Fort Bragg. Plans are to install JIS at all six military installations in North Carolina.

The Agency provides a tape of JIS orders to the State library which in turn makes the job orders available to over 500 local libraries.

The Employment Security Commission continues to expand the use of JIS at community colleges, SDA's and other organizations.

Who Benefits: Job Service Clients, Voc Rehab Clients, Students, JOBS clients, Military Personnel, Library Patrons

Team Players: N/A

For More Information:

Manfred Emmrich
Employment Security Commission
(919) 733 - 7522

North Dakota

"One-Stop" Approach to Human Resource Program Delivery

Project Description:

In North Dakota, Job Service is the umbrella agency responsible for the administration of public employment service programs, Job Training Partnership Act (JTPA) programs, job insurance, Wagner-Peyser and other employment security programs. Job Service also administers the Job Opportunities and Basic Skills Training Program established under welfare reform. In North Dakota job seekers can complete an application for all employment and training programs in one stop.

In North Dakota all public employment service, unemployment insurance and JTPA services are delivered out of Job Service local offices using the "one-stop shopping" approach to employment and training programs.

Some Job Service offices in North Dakota have also established "intake units." Before the combined intake units were established, offices basically had three different points of intake. If a person wanted to file a claim for unemployment insurance, the client had to see a claims taker. Then to be referred to any job openings, the client would go back and wait in the lobby until a placement interviewer was available. And if the client was also interested in job training, the client would again have to wait in the lobby until a job training representative was available, and then complete a third application form.

A significant benefit of the new system is that applicants do not have to wait in the lobby for long periods of time. Under the new structure, all applicants are routed to an interviewer in the intake unit. At that point they can file a claim for unemployment insurance and complete a JTPA eligibility form. They are scheduled back to attend a video-assisted orientation and application taking session in a group setting. The same staff person updates the individual's work application; takes the client's unemployment insurance claim; performs a job training program eligibility review; and/or refers the client to a job, all in one stop.

Combined delivery of employment security and job training programs through Job Service offices also helps JTPA participants because they are exposed to more on-the-job training opportunities through Job Service. JTPA participants stand a better chance of finding permanent, unsubsidized employment because of the number of jobs listed with Job Service.

Who Benefits:

Employers, Job Seekers, UI Claimants, JTPA Applicants, Welfare Parents, Displaced Workers, Youth

Team Players:

N/A

For More Information:

Don Stokke
Job Service North Dakota
(701) 857 - 7555

47

North Dakota

Qualification Driven Referral System

Project Description:

The Qualification-Driven Referral System (QDS) uses automation to match qualified job seekers with employer job openings. Applicants are coded for specific job related skills, knowledges, abilities and other special qualifications they may possess. These codes, also known as Q-words, can then be matched with the needs and requirements of employers.

QDS is designed to conduct a search of our applicant file based on the employer's specific criteria. QDS automatically zeroes in on the specific employer requirements. This reduces the amount of time an interviewer has to spend searching for those requirements on the work history. It also ensures that people who have this specific requirement are included in the search regardless of their Dictionary of Occupational Titles code.

Several enhancements are currently being made to QDS. Education codes will be assigned that will identify the field of study as well as the type of degree. A skill quantifier to indicate the level of skill for each Q-Word is being added. DOT codes remain an important part of QDS and will be treated as Q-Words. The result is one file search capability that will include the use of DOT codes, education codes, Q-Words and the level
of skill for each word.

Who Benefits: Employers, Job Seekers

Team Players: Job Service Employer Committee (JSEC), Individual Businesses, Job Service North Dakota

For More Information:

Duane Bergeson
Job Service North Dakota
(701) 224-2850

Ohio

Skills Match: A New Approach to the Job Match Process

Project Description:

Ohio's new innovative Employment Services automation system is built around the use of skill checklists for matching applicants to job openings. The skill checklists, based on Canada's JOBSCAN project, contain structured lists of specific training, experience and qualifications related to an occupational category, such as welders or clerical occupations. Each applicant will select one or more checklists related to their background and job interests, and check the items which describe their qualifications. Employers will select the list appropriate to their job order and check the qualifications they require. The result is a very specific set of information on applicant qualifications and employer requirements, using identical terminology.

During the match process, an applicant will be matched with job orders for which he or she meets all of the employer's requirements. The checklists replace the use of open-ended narratives on applications and job orders, and the use of the Dictionary of Occupational Titles code as the primary matching criterion.

The result will be better quality matches; more opportunity for job seekers to identify jobs to which their skills are transferable; and more accurate information about the skills and experience requirements of employers. The checklists also provide a mechanism for keeping up-to-date. The checklists include a few open-ended items to capture new skills, types of equipment or other requirements. These open-ended items will be compiled and analyzed for possible addition to the checklist. The usage of checklist items will be monitored so items which are seldom used can be deleted. Also, the information on usage of specific checklist items provides a new resource for monitoring changing skill requirements in the labor market.

Who Benefits: Job Applicants, Employers, Employment Services Staff

Team Players: Ohio Bureau of Employment Services and Employers

For More Information:

Dixie Sommers
Ohio Bureau of Employment Services
(614) 466 - 4951

Virginia

Automated Labor Exchange (ALEX)

Project Description:

Automated Labor Exchange (ALEX) allows job seekers automated access to job listings in the private and government sectors.

ALEX is provided on-line to local Virginia employment offices, directly to employers experiencing layoffs, and as a stand-alone kiosk located in public areas. The ALEX kiosks are currently located in four major shopping malls, a large grocery store and in the Department of Motor Vehicles' main branch location in Richmond, Virginia. Future plans will place ALEX in other shopping malls in Virginia. On-line locations are also in all Virginia Employment Commssion local offices, as well as many libraries, schools and other publicly accessible sites. Currently, there are over 100 users of ALEX on a daily basis who dial into the state network to inquire of job opportunities. In addition, ALEX recently has been made available to private individuals. Using their home personal computer and modem, people can now "Call ALEX" and search the job listings from home.

Who Benefits:

Anyone searching for a new job, including Recent Graduates, Career Changers, Unemployed Persons

Team Players:

A Multi-State Committee Comprised of Government Employment Professionals from Virginia, New York, Maryland, West Virginia, Pennsylvania and Delaware

For More Information:

Don Ward
Virginia Employment Commission
(804) 786 - 8836

Virginia

Automated Labor Information for the Commonwealth's Economy (ALICE)

Project Description:

Automated Labor Information for the Commonwealth's Economy (ALICE) is an on-line inquiry system from the Virginia Employment Commission's mainframe computer network. Helpful menus are used to access the data files and obtain information about the data or system itself. Access may be obtained directly through the mainframe computer or through communication software via a modem and personal computer.

Using ALICE, interested parties may obtain information on:

- Civilian labor force and unemployment rates
- Employment by industry sector
- Wages in selected occupations and industries
- The consumer price index
- Population

Most of the data is displayed at the city/county level and historical as well as current data are available.

Who Benefits:

Employers, Planners, Economic Developers, Economists, Educators, Other Government Agencies, Internally within the Virginia Employment Commission

Team Players:

Private Sector Employers, State and Local Economic Developers, Virginia Employment Commission

For More Information:

Ben R. Berryman
Virginia Employment Commission
(804) 786 - 5884

Virginia

Employer Vacancy Entry (EVE): Opening Employment Services to Direct Employer Access

Project Description:

The Virginia Employment Commission's (VEC) Employer Vacancy Entry (EVE) system provides employer access to the VEC's computerized database via a telecommunications connection. Using EVE, employers may:

- Enter job orders.
- Change job orders.
- Identify job seekers meeting selection criteria.
- Examine the qualifications and work history of selected job seekers.
- Generate call-in letters to selected job seekers.
- Immediately match job seekers to the criteria established by the employer.

Who Benefits:

Job Seekers, Employers, Other Agencies (Particularly Rehabilitative Services)

Team Players:

Employer Advisory Committee Members, Virginia Employment Commission

For More Information:

Cheryl Wright
Virginia Employment Commission
(804) 786 - 5259

Washington

Rural Office Self Help: Remote Access to Employment and Training Services

Project Description:

The Rural Office Self Help (ROSS) project increases the effectiveness and accessibility of Employment Services in rural Washington State through the use of self service methods of delivery. ROSS project sites were initially established in six rural locations in Eastern Washington state. Each site provided self-assessment opportunities self-service videos, self-directed job search information and a telephone linkage to full service "parent" job service center. The phone linkage provides clients with the full range of Employment Services including: applicant registration, job referral, job placement, support services referral and training program enrollment. Another aspect is that basic UI questions are addressed for claimants.

The ROSS sites are set up in space provided by community service organizations. Standard 5-foot tables with Plexiglas side panels were installed to set up a work station which makes it stand out. Video play back units, telephones, information brochures and sample work registrations are available on the table tops. Video tapes were developed to explain the specific process and other more general videos are used for information needs (i.e., resume writing, job search skills, motivational, etc.).Telephones are placed in Job Service Centers along with terminals for ready access when clients call for service.

Public reaction to this service was so favorable, that 12 new sites have been established.

Who Benefits:

Job Seekers, Employers, UI Claimants, Dislocated Workers.

Team Players:

Department of Social & Health Services, North American Indian Tribes, Local and County Governments, Libraries, and the State Employment Security Department

For More Information:

Rod Giuntoli
Employment Security Department
(509) 454-4161

Wisconsin — Office of the Future

Project Description:

Sixty years of economic, demographic and technological changes have dramatically influenced the needs and demands of the American workforce since Job Service was created in 1933.

In addition, twelve years of funding changes have had an enormous impact on Job Service resulting in a 57% decrease in staffing levels while applicant and employer workloads increased.

In order to respond to these challenges, Wisconsin began an "Office of the Future" initiative which is shorthand for the changes needed to insure that Job Service is client (both job seeker and employer) focused, user friendly and responsive to all divisions of current job preparation, both from the applicant and employer perspective. Its purpose is to create a menu on the latest technologies available to job seekers and employers. The initiative has the following components:

A. Technological Innovations - Customer Focused Self-Directed Job Search System

- Customer driven rather than program driven
- Based on customer empowerment
- Self-directed job/applicant searches
- Refocus current staff resources on face-to-face assistance and job seeking activities

B. Service Innovations - Opportunities for Accessing the Full Range of Employment and Training Resources

- Strengthen partnerships and eliminate duplication to develop new approaches based on customer needs

C. Partnership Related Innovations - Strengthening Job Service's Role in the Job Center Concept

- Create a bottom-up multi-agency planning process focusing on local needs

Who Benefits: Applicants, Employers, Staff and Community

Team Players: Private Industry Councils, Technical Colleges, Vocational Rehabilitation and JOBS Agencies, Department of Industry, Labor and Human Relations (DILHR)

For More Information:

Erv Jankowski
DILHR/Jobs, Employment & Training Services Division
(608) 267 - 3214

Track III

Creating a New Employment and Training Infrastructure: Strategies for Systemic Change

California - Workforce California: Partnerships for a Strong Economy- Creating a Workforce Preparation Business Plan 47

Colorado - Restructuring for a Competitive Future 48

District of Columbia - Realigning Government: Approach to Quality Organizational Development 49

District of Columbia - Systemic Reform in the Age of One-Stop Shopping and Services Integration 50

Iowa - Workforce Development Centers 51

Kentucky - Cabinet for Workforce Development 52

Massachusetts - MASSJOBS Council 53

Michigan - Restructuring State Agencies/Job Training 2000 54

Missouri - Skills Transference System: A New Generation of Job Placement Strategies 55

New Jersey - A Dynamic Approach to Building a World Class Workforce 56

New Jersey - Workforce Development Partnership Program 57

New York - GATEWAY: The Workforce Preparation System 58

Ohio - Strategies for Opportunity: Creating a High Performance Workforce 59

Oregon - Blueprint for a Quality Workforce 60

Washington - Workforce Training and Education Coordinating Board 61

California

Workforce California: Partnership for a Strong Economy - Creating a Workforce Preparation Business Plan

Project Description:

Workforce California is designed to establish a coherent statewide perspective to bring together the leaders of education and business, focus their attention on the successful transition of youth and adults from school to work, and develop an approach that can meet the need for improved workforce preparation. This initiative will establish an infrastructure of regional collaboratives. The process of establishing these collaboratives will facilitate a higher level of communication among industry, education, labor, government, and the community.

Workforce California unites the key business groups involved in school improvement: The Industry Education Council of California, the California Chamber of Commerce, and the California Business Roundtable. The program joins these business leaders, their counterparts from education (K-12, community colleges, adult education and four-year universities), labor, community, and government. Workforce California's purpose will be to bring attention to the need for improved workplace preparation, to map out statewide policies and initiatives, to convey these new ideas to the various regions of the state, to launch pilot programs, and ultimately, to improve the workforce preparation of California's young people to meet the needs of the 21st century.

Who Benefits: Employers, Other State Agencies, Labor Market Participants

Team Players: Other State Agencies, Employers, Organized Labor

For More Information:

Thomas P. Nagle
Employment Development Department
(916) 654 - 8210

Colorado

Cabinet Restructuring for a Competitive Future

Project Description:

Last year, the Colorado Department of Labor and Employment began examining existing employment and training programs to determine ways to further improve service delivery and reduce costs. The recommendations have become part of a proposal to restructure state government in Colorado for a competitive future.

The Colorado Department of Labor and Employment (CDLE) proposal calls for:

- the consolidation of employment and training programs under the auspices of CDLE
- elimination of duplicate programs
- reduction of levels of administration
- the creation of single points of entry for individuals and families who require services to become, or remain, self-sufficient
- the development of a common intake form and shared data base for use by state agencies

The restructuring of Employment and Training functions will eliminate program duplication, reduce levels of administration, and create a streamlined system which is more responsive to the needs of the individual and better able to ensure that s/he has access to the full range of available services. Services will be state administered and locally delivered. This will facilitate the development of long range planning for statewide economic trends and labor market needs, while at the same time addressing local needs and concerns.

The 1993 legislative session in Colorado proposed what would be considered the first phase of accomplishing the Departments vision–the bill also addressed restructuring of most State Departments. When passed, only Health and Human Services Departments were affected. CDLE continues to work with those employment and training agencies to reach their customer service goals.

Who Benefits:

Employers, Job Seekers, Disadvantaged Workers

Team Players:

Department of Labor and Employment, Department of Social Services, Department of Health, Department of Institutions, Office of State Planning & Budget

For More Information:

Marie Valenzuela
Employment Programs, CDLE
(303) 837 - 3918

District of Columbia

Realigning Government: Approach to Quality Organizational Development

Project Description:

Within an environment of limited operating resources and personnel downsizing, the District has been challenged to find creative ways to maintain and often increase service levels while simultaneously improving quality. Recognizing that the most valuable resource in an organization is its people - those who give it life and who determine its success or failure - the District of Columbia government, under the leadership of Mayor Sharon Pratt Kelly, has adopted the principles of total quality management (TQM) in a unified effort to change the culture of the workplace to one that values employees, is team oriented and makes customer service the number one priority.

Viewing TQM as a comprehensive approach to improve management and organizational effectiveness, Mayor Kelly has restructured organizationally to form a Human Resources Development Cluster and has created an Office of Workforce Training and Development. The primary goal of this office is to function as the mechanism by which government employees are trained and assimilate the principles and processes of quality management and leadership into the day-to-day operations of government and the provision of services to its customers — those who live, work and do business in the District of Columbia.

The government has embraced the principles of total quality management and has begun the process of training on consensus decision making, participatory management, enhanced communication skills, etc., and is creating an environment throughout government which facilitates employee empowerment and where the use of facilitators has become the expected practice.

Within the Department of Employment Services, where the quality philosophy was adopted in 1992, the agency has realized a renewed quest for excellence in service delivery, and "teams" work collaboratively in addressing workplace management and operating issues. Additionally, the department has experienced enhanced productivity as well as improved employee morale.

Who Benefits:

The District of Columbia Government Workforce, Citizens, The Employer Community, and all External Customers.

Team Players:

Mayor Sharon Pratt Kelly and select members of her cabinet

For More Information:

Carolyn Jones
D.C. Department of Employment Services
(202) 724-7185

District of Columbia

Systemic Reform in the Age of One-Stop-Shopping and Services Integration

Project Description:

Using state of the art telecommunications technology, a unique public/private partnership of social service providers in the District of Columbia has piloted a "one-stop-shopping" system that promises to provide cost-effective holistic case management to "hard-to-serve" customers with multiple problems.

Begun as a grass roots initiative by front line case workers who were frustrated by their inability to provide effective care to customers in a fragmented social service delivery system, this model has attracted the endorsement of senior policy officials on the local and national level.

The "Community Services Workstation" enables social service providers working in multi-disciplinary teams at different locations to provide case management services. The model possesses several unique features including an automated eligibility determination program, a universal intake process, a services locator, video-teleconferencing, and interactive video.

By combining the latest telecommunications technology with a social service infrastructure designed around serving customers through interdisciplinary teams, this model promises to provide policy makers with the information they need to bring about systemic reform, and, as a result, make one-stop-shopping and services integration a reality.

Who Benefits:

"Hard-to-Serve" customers with multiple problems, including Youths, Seniors, Adults and Families

Team Players:

District of Columbia Health and Human Services Coalition, Department of Employment Services

For More Information:

Dr. David Pass
D.C. Department of Employment Services
(202) 724-7020

Iowa

Workforce Development Centers

Project Description:

Today's employment and training system in Iowa is an assortment of fragmented programs often with conflicting goals, administrative duplication and competition for clients. State administrators from six state departments have collaborated to redesign the state employment and training system to increase the competitive advantage of Iowa employers and workers. The Workforce Development Centers will eliminate the confusing maze where clients often find themselves.

According to the strategic plan, published in November 1992, an integrated MIS will be implemented in three phases:

1) access to existing information by establishing electronic communications between employment and training providers.

2) a common interface for an intake system that would provide information both to current information systems in the individual agencies and a new integrated employment and training client data base.

3) a fully functional integrated information system including case management and tracking and decision support for assessment and eligibility decisions.

The benefits of implementing the integrated MIS will be:

a) increased client service access
b) increased program effectiveness
c) increased staff productivity

Who Benefits:

Youth, Disabled, Welfare Parents, Job Seekers, Employers, Economically Disadvantaged, Older Workers, Dislocated Workers

Team Players:

Departments of Employment Services, Economic Development, Human Services, Human Rights, Vocational Rehabilitation, Education, Elder Affairs

For More Information:

Renny Dohse
Department of Employment Services
(515) 281-8818

Kentucky

Cabinet for Workforce Development

Project Description:

The Cabinet for Workforce Development was established to address the need to develop in the existing and future workforce the skills and knowledge to be productive in a rapidly changing and technology driven world marketplace. The Cabinet's directive is to immediately address the technical education and basic skills needs of our adult population, employees and employers with a more comprehensive, systematic and strategic approach. Its creation also reflects the recognition that adult basic skills and lifelong learning goals are integral components of both education and economic development requiring collaboration on the part of government, business and labor.

The mechanisms for achieving the mission of the Cabinet include: raising the status of adult job training and adult education to the highest level of state public policy; building the capacity to retrain more Kentuckians through the job training delivery system; empowering Kentuckians with disabilities through enhanced job training opportunities; and increasing flexibility within the system to meet the demands of the business community in the Commonwealth.

Overall, the Cabinet recognized that far too many workers lack the basic academic, technical and workplace skills that today's jobs require. The Cabinet is committed to working tirelessly to promote lifelong learning for all Kentuckians. The Cabinet recognized that a strong education base is needed to: sustain a healthy, growing economy; allow free enterprise to flourish; and maintain a quality of life. With the coordination of its 10 agencies, the Cabinet has initiated a strategic plan to define future workforce development policy and fulfill its mission "to direct, develop and deliver education and training to prepare Kentucky's current, emerging and future workforce for employment, lifelong learning and independence in a changing global economy."

Who Benefits: Business, Industry, Students, Clients, Disabled, the current and future Workforce.

Team Players: Governor's Office and State Legislature

For More Information:

William D. Huston
Cabinet for Workforce Development
(502) 564-6606

Massachusetts MASSJOBS Council

Project Description:

The MASSJOBS Council (MJC) is the Governor's principal advisory board for workforce development. The Council believes that specific actions need to be taken to transform the state's existing job training and employment-related education efforts from a collection of free-standing programs into a well-coordinated, market-based workforce development system. This system has several components:

- The system should, wherever possible, emphasize a "demand" or customer driven perspective, not a "supply" or program driven perspective
- The system should be understandable to its customers and easy to use
- The system should focus on outcomes, or performance
- The system should be administered locally, but guided centrally

The vision serves as the platform for a two year workplan adopted by the Council. This workplan has seven major tasks:

- Identify the supply of services available to customers
- Identify the needs and demands of customers
- Create a performance information system
- Build the capacity of local agencies to serve as brokers for the system
- Build the capacity of Regional Employment Boards to oversee the local marketplace
- Determine the Management Information System necessary to implement the MJC vision
- Identify the resources needed

The primary objective is to bring about fundamental change and to create a training marketplace which is customer driven.

Who Benefits:

Job Seekers, Job Training Participants

Team Players:

Most State Agencies, Private Sector Organizations, Regional Employment Boards, Community Colleges and Higher Education Institutions, Bay State Skills Corporation

For More Information:

Peter Koch
MASSJOBS Council
(617) 727 - 7944

Michigan

Restructuring State Agencies/Job Training 2000

Project Description:

On February 19, 1993, Michigan Governor John Engler signed four executive orders to begin building the Michigan Jobs Team to help the Michigan ecomony grow faster and create more new jobs. This initiative to restructure state government consists of four elements:

- The Michigan Jobs Commission - An agency bringing together private sector experience and expertise with the resources of six state departments to oversee both economic expansion and workforce development;
- The Governor's Workforce Commission - Expanding upon and replacing the state job training coordinating council, in accordance with Title VII of the Job Training Partnership Act, to advise the Governor and the Michigan Jobs Commission on overall workforce policies;
- Administration of Workforce Development - Consolidating the administration of 16 state and federal programs, including those funded by JTPA and JOBS, to focus on training of workers for productive jobs; and
- Administration of Economic Expansion - Consolidating the administration of several state and federal programs providing government support for business investments in the state, to focus on the creation and retention of jobs in Michigan.

This restructuring of state agencies will create a single, user-friendly system that will replace the confusing and wasteful maze of bureaucratic state and federal job training and economic development programs. It will establish a certified and independently monitored local service delivery network.

Who Benefits: Job Seekers, Employers

Team Players: All State Departments and Agencies Affected

For More Information:

F. Robert Edwards
Michigan Employment Security Commission
(313) 876-5500

Missouri

Skills Transference System: A New Generation of Placement Strategies

Project Description:

It is time to consider the next new breakthrough in the field of job placement. Restructuring of the work place has resulted in job compression in which formerly exclusive tasks have been combined, and narrowly defined job descriptions do not aid in the selection of qualified job applicants. Missouri is working on a system that assists the applicant in exploring a full range of personal skills attributes. The system will then result in computer-aided coding of the skills. Since employers are able to define their needs by skill definitions, the computer application will find those learned abilities which will result in a more precise job matching than that found in current systems.

As the modern work force evolves, it will be far more important to accurately identify those attributes gained from employment or education and quickly respond to specific employer needs. It is time to begin work on a method for identifying specific skills utilizing the newest possible technology and set the pace for movement into a new state of the art level of placement methodology.

Who Benefits: Job Seekers and Employers

Team Players: Missouri Division of Employment Security, Canada Employment & Training

For More Information:

Dennis R. Reed
Missouri Division of Employment Security
(314) 751 - 3833

New Jersey — A Dynamic Approach to Building a World Class Workforce

Project Description:

In 1990, New Jersey embarked on a 10 year plan to revitalize the way it educates and trains its workforce. The first step taken was enactment of legislation to create a stronger State Employment and Training Commisison with authority for policy development and evaluation for all employment, training and education agencies and programs in the state. During its first three years of operation the Commission has:

- Realigned 64 separate workforce readiness programs to 15 service areas offered through three departments;
- Established a workgroup of sub-cabinet officers from six State Departments involved in workforce readiness programs to work closely with Commission staff to develop policy and ensure implementation of recommendations;
- Issued the UNIFIED STATE PLAN FOR NEW JERSEY'S WORKFORCE READINESS SYSTEM which establishes a vision and workforce development policies for all employment, training, and occupational education agencies in New Jersey;
- Developed recommendations and issued a Request for Proposal for creation of sub-state Workforce Investment Councils/Labor Boards which will plan and evaluate the delivery of workforce readiness services at the local level;
- Consolidated the work of the State Council on Vocational Education and Literacy Council into the framework of the Commission;
- Begun work on a Workforce Readiness Accountability System to measure the effectiveness of all employment, training and education programs;
- Issued a special task force report-Opportunity for All-which details specific recommendations to better connect and integrate programs for people with Disabilities into New Jersey's workforce readiness system, and
- Published Future Work: A Guide to Occupations Education and Job Training Programs in New Jersey which is the first publication of its kind to list job training programs found at both *public and private* vocational schools, community colleges and hospital schools.

Who Benefits: Employers, Workers, and Anyone Interested in Employment, Training, and Occupational Education Services

Team Players: Governor's Office of Policy, Cabinet Heads, and Departments of Commerce, Community Affairs, Education, Higher Education, Human Services and Labor

For More Information:

Suzanne Guibert
New Jersey State Employment and Training
(609) 633 - 0605

New Jersey — Workforce Development Partnership Program

Project Description:

The purpose of New Jersey's Workforce Development Partnership Program is to enable workers and employers to secure the educational and training services they need to improve skills and, as a result, increase productivity, enhance competitiveness, and improve the economic position of job seekers and employers.

Under the program, qualified individual workers can receive up to $4,000 in training and/or education grants, unemployment benefit extensions, and tuition waivers that can be used at all public institutions of higher education. Employers, meanwhile, can receive matching funds to pay for training-related expenses that promise to improve their workers' productivity and their company's market position.

Both workers and employers must demonstrate a clear need for the services available through the program. Individual workers must undergo a process of skills assessment and counseling which identify the training opportunities that could lead to employment in a marketable occupation. Employers must prepare a detailed business plan that shows how the proposed training of their existing workforce will improve the company's market position.

No new taxes were necessary to fund the program, which is expected to invest at least $50 million in the State's economy each year. A new Workforce Development Partnership Training Trust Fund has been created by reallocating a small portion of both worker and employer contributions to the State unemployment insurance trust fund, one of the healthiest in the nation.

The early results of New Jersey's Workforce Development Program seem very promising. From the inception of the program in July 1992, New Jersey has enrolled approximately 7,000 individuals in various forms of occupational training involving a diverse mix of providers including four year and community colleges, county vocational schools, and private trade and technical institutions. The NJ Department of Labor estimates it has expended $19 million in training funds in the previous fiscal year with the average grant to an individual costing $2,800.

Who Benefits: Unemployed Workers, Disadvantaged Workers, Employed Workers, Employers

Team Players: Business and Industry, Public and Private Educational Institutions, Local Employment and Training Agencies, Labor Unions, Community Based Organizations, the New Jersey Department of Labor and other State Agencies

For More Information:

Charles G. Davis
New Jersey Department of Labor
(609) 984 - 5666

New York

GATEWAY: The Workforce Preparation System

Project Description:

GATEWAY is a flexible, locally designed and driven system that enables communities to develop new approaches to service delivery. In a GATEWAY community (generally a county), individuals looking for a job, a better job or to improve their skills have easy access to a full range of high quality services.

In GATEWAY communities, all the key local and state agencies involved in employment and education have joined to form local GATEWAY planning groups. In Suffolk County, for example, 55 agencies currently belong to the network, share information and resources, plan for service improvements and jointly market services.

In a GATEWAY system, agencies move information, rather than customers, from place to place. Therefore, sharing information is a key element. Most GATEWAY affiliates are being connected electronically through a computer network called TNT. In addition, GATEWAY offers a forum for employment and education professionals to create new approaches to service delivery and to communicate their needs and suggestions directly to state agencies.

In a GATEWAY community, there is "no wrong door." Customers can access the services of all agencies by contacting any affiliate agency. In GATEWAY, the Employment Service plays a special role since it is a full service agency that can offer services to any client regardless of eligibility. If GATEWAY is a mall, then the Employment Service is the "anchor" store.

There are no new funds allocated for GATEWAY. All activities are supported by existing program dollars. Limited federal and state funds have been made available to GATEWAY communities to pay for computer system hook-ups and staff training. In turn, there is no bureaucracy with GATEWAY. Local and state agencies are encouraged to develop creative solutions and to recommend changes in state and federal policy and practice. There are no state or federal planning specifications or rules imposed in creating a local network. The New York State Human Investment Subcabinet provides assistance to GATEWAY sites in all phases of development and facilitates local service improvements.

Who Benefits: Job Seekers, Individuals who wish to improve their skills, Employers

Team Players: Thirteen State Agencies, Hundreds of Local Agencies

For More Information:

Michael Vitagliano
Human Investment Subcabinet/GATEWAY
(518) 473 - 4683

Ohio

Strategies for Opportunity: Creating a High Performance Workforce

Project Description:

This project is a collaborative effort to develop and implement a comprehensive workforce development plan for the state of Ohio. Governor George Voinovich established a new Human Resources Advisory Council in 1991 and charged it to review all workforce development programs and determine the best way to use these programs and funds. The result was the first-ever directory and strategic plan for the consolidation of state publicly funded workforce development programs. The workforce development plan was developed to establish a common mission for all such programs: to achieve and maintain a high performance workforce for Ohio. The plan recognized that we are losing the productivity race because of the obsolete ways businesses and governments organize work, and also because we have not made the right kinds of investments in American workers to equip them to succeed in the new work organization - the high performance work place.

To achieve a high performance workforce, the plan addresses four strategies:
Strategy A: to create a high performance business climate in Ohio - one that fosters economic growth and generates new job opportunities for Ohio workers.

Strategy B: to improve the performance of Ohio's education system, to ensure that all students acquire the basic skills necessary to compete in a global economy.

Strategy C: To establish comprehensive and coordinated workforce training services that will help all Ohioans acquire the workplace skills and abilities needed to function effectively in high performance organizations, and

Strategy D: to remove the major barriers to employment and self-sufficiency for Ohio workers and families.

Who Benefits:

Public and Private Sector Employers, Ohio's Current and Future Workforce, All Workforce Development Programs and State Agencies, Ohio Citizens

Team Players:

Ohio Departments of Human Services, Education, Development and the Board of Regents, Ohio Manufacturers' Association

For More Information:

Kathy Faust
Ohio Bureau of Employment Services
(614) 466-4951

Oregon

Blueprint for a Quality Workforce

Project Description:

In 1991, Oregon began an unprecedented effort to achieve its vision: to have the best educated and prepared workforce in the nation by the year 2000 and a workforce equal to any in the world by 2010. To make this vision a reality, the Oregon Legislature and Governor Roberts created the Oregon Workforce Quality Council to:

- Raise business and labor awareness of and commitment to education reform, improvement of worker skills, and use of high performance work practices;
- Support restructuring of the public school system in order to raise the level of student achievement;
- Promote professional technical education and training programs that lead to high wage jobs for Oregonians;
- Provide cost-effective coordination and accountability of existing employment and training programs

Today, government, business, labor, and community leaders are working together on fifteen regional workforce quality committees to integrate the delivery of workforce education, training and job placement services in each region of the state. The result of these efforts will be a single, comprehensive and integrated state plan that will replace five separate plans currently submitted to the federal government as part of the allocation process for the major federal funding grants. Through the leadership of the Council, government agencies, private business and communities are pursuing a number of workforce development strategies, including:

- A multi-agency information system that captures and standardizes workforce development data allowing all workforce partners to exchange client profile data, program data, and develop performance measures that cross agency lines.
- A coordinated program for dislocated workers that includes skills assessment, long-term retraining, apprenticeships, job placement, supplemental unemployment insurance benefits and discretionary financial assistance.
- A "business center" approach to the one-stop-shop, where employers can find qualifies job applicants and easily accessible economic, occupational, and labor market information and job seekers find referrals to family wage jobs, education or training, and assistance in obtaining child care services.
- An information network that includes touchscreen kiosks for the delivery of job and career information, a touch-tone telephone system that allows Oregonians to file and continue their unemployment benefits, and personal computer access of job openings.
- An industrial modernization program that supplies companies with technology and productivity assessment to help ensure Oregon business remain competitive world-wide.

Who Benefits:

Employers, Workers, Families, Communities

Team Players:

Employment Department, Economic Development Department, Department of Human Resources, Department of Education, State System of Higher Education, Community Colleges Bureau of Labor and Industries, Private Business & Industry

For More Information:

Pamela A. Mattson
Employment Department
(503) 378-3208

Washington

Workforce Training and Education Coordinating Board

Project Description:

The Workforce Training and Education Coordinating Board (WTECB) was established in 1991 and is the result of extensive research and subsequent legislation in structuring a policy-making body to address the emerging workforce needs in the state of Washington. This tripartite relationship of business, labor, and government was created to bring about systemic change necessary for successful workforce training. The vision of WTECB is "to develop a globally competitive workforce supported by an accessible, flexible, competency-based and technologically current training and education system."

Recent accomplishments include the following:

- WTECB conducted an inventory of workforce preparatory programs and published the results in the, "Workforce Development Directory."
- The 1993 legislature enacted, "An Act Related to Employment and Training," which appropriated 35 million dollars through the state's unemployment insurance system to provide community and technical college training and related services to dislocated and other unemployed workers. WTECB, as directed by the legislation, developed priorities for the implementation of the program.
- WTECB created a first draft of, "Targets of Excellence," a series of benchmarks for the state's entire human resource system. When finalized, the Targets will serve as goals indicating the priorities for the state's human resource investments.

Additionally, The WTECB has played a leadership role in several initiatives to build the capacity of business and labor to participate as effective partners in workforce training policy and programs.

Who Benefits: Employers, Trainees, Students, State Agencies, General Public

Team Players: Business, Labor, Education, Government

For More Information:

Ellen O'Brien Saunders
Workforce Training and Education Coordinating Board
(206) 753-5660

National Planning Committee

Mr.William D. Huston
Secretary of the Cabinet for Workforce Development
Kentucky

Mr. Tom Glenn
Workforce Development
South Central Iowa
AFL-CIO

Ms. Eileen Mulvey
Chair, Empire State Partners(ESP)
New York

Ms. Carolyn Jones
Deputy Director
Employment Security Services
District of Columbia

Ms. Patricia S. Gilbert
Former Director of Labor, Employment & Training
Florida Department of Labor & Employment Security

Ms. Rebecca Rust
Chief, Bureau of Labor Market Information
Florida Department of Labor & Employment Security

Dr. Helen N. Parker
Assistant Commissioner
Employment Services
Georgia Department of Labor

Ms. Kris Stumpf
Special Assistant to the Director
Iowa Department of Employment Services

Ms. Pamela Mattson
Administrator,
Oregon Employment Department

Mr. Paul Rowson
Senior Manager
Corporate Human Resources
Marriott Corporation

Ms. Margaret Brannon
Executive Director
Employers' National Job Service Council (ENJSC)

Ms. Alice Worrell
Director of Workforce Development Policy
Ohio Bureau of Employment Services

Ms. Nikki Nicholau
Job Service Director
Virginia Employment Commission

Ms. Charlean Jackson
Deputy Administrator
Texas Employment Commission

Ms. Emily DeRocco
Executive Director
Interstate Conference of Employment Security Agencies (ICESA)

Mr. Mike Stone
Executive Director
International Association of Personnel in Employment Security (IAPES)

Mr. Martin Ziegler
Assistant Commissioner for Federal-State Programs
Bureau of Labor Statistics (BLS), U.S. Department of Labor (USDOL)

Mr. Dale Ziegler
Deputy Assistant Secretary
Maryland Division of Employment & Training

Ms. Melanie Arthur
Former Director of Marketing
Massachusetts Department of Employment & Training

Dr. Gail Kettlewell
Provost-Manassas Campus
Northern Virginia Community College

Mr. William Tracy
Executive Director
New Jersey State Employment and Training Commission

Mr. Hank J. Fien
Supervising Employment Service Specialist
New Jersey Department of Labor

Mr. Jim Woods
Coordinator of Occupational Information Systems, National Occupational Information Coordinating Committee (NOICC)

Mr. Charles Lehman
Director, State Occupational Information Coordinating Committee (SOICC), New Mexico Department of Labor

Ms. Sue Schlickeisen
Chief, Division of Planning & Operations
United States Employment Service, USDOL

Ms. Grace Kilbane
Co-Team Leader
USDOL Dislocated Worker, One-Stop Shop Initiative

Mr. Frank Currie
Director of Support Services, Region I, USDOL

Mr. Alan Lafferman
Project Coordinator, Workforce Development Forums

State Employment Security Agencies

The State Employment Security Agencies, through the Interstate Conference of Employment Security Agencies (ICESA), were a major partner in the Workforce Development Forums project. Across the nation, Employment Service agencies are changing the way they do business – they are becoming more responsive, customer focused and far more efficient. Any time you are involved in a workforce development project, contact your state employment security agency.

Alabama Department of Industrial Relations
649 Monroe Street, Room 204
Montgomery, AL 36130
205-242-8990

Alaska Employment Security Division
Department of Labor P.O. Box 25509
Juneau, AK 99802-5509
907-465-2712

Arizona Department of Economic Security
P.O. Box 6123-010A
Phoenix, AZ 85005
602-542-5678

Arkansas Employment Security Department
#2 Capitol Mall
P.O. Box 2981
Little Rock, AR 72203-2981
501-682-2121

California Employment Development Department
P.O. Box 826880, MIC 83
Sacramento, CA 94280-0001
916-654-8210

Colorado Department of Labor and Employment
600 Grant Street, Suite 900
Denver, CO 80203-3528
303-837-3801

Connecticut Labor Department
Employment Security Division
200 Folly Brook Blvd
Wethersfield, CT 06109-1114
203-566-4280

Delaware Department of Labor
820 North French
Carvel State Building, 6th Floor
Wilmington, DE 19801
302-577-2713

District of Columbia Department of Employment Services
500 C Street, N.W., Room 600
Washington, D.C. 20001
202-724-7100

Florida Department of Labor and Employment Security
Hartman Building
Suite 303
2012 Capital Circle, S.E.
Tallahassee, FL 32399-2152
904-922-7021

Georgia Department of Labor
Sussex Place
148 International Boulevard, N.E.
Atlanta, GA 30303
404-656-3011

Hawaii Department of Labor and Industrial Relations
830 Punchbowl Street
Honolulu, HI 96813
808-586-8844

Idaho Department of Employment
317 Main Street
Boise, ID 83735
208-334-6110

Illinois Department of Employment Security
401 South State Street, Room 615
Chicago, IL 60605
312-793-5700

Indiana Department of Employment and Training Services
10 North Senate Avenue, Room 331
Indianapolis, IN 46204
317-232-3270

Iowa Department of Employment Services
1000 East Grand Avenue
Des Moines, IA 50319
515-281-5365

Kansas Department of Human Resources
401 Topeka Blvd.
Topeka, KS 66603
913-296-7474

Kentucky Department for Employment Services
275 East Main Street
Frankfort, KY 40621
502-564-5331

Louisiana Department of Employment and Training
P.O. Box 94094
Baton Rouge, LA 70804-9094
504-342-3011

Maine Bureau of Employment and Training Programs
State House Station 55
Augusta, ME 04330
207-287-3377

Maryland Department of Economic and Employment Development
1100 North Eutaw Street, Room 600
Baltimore, MD 21201
410-333-5070

Massachusetts Department of Employment and Training
19 Staniford Street
Boston, MA 02114
617-727-6600

Michigan Employment Security Commission
7310 Woodward Avenue
Detroit, MI 48202
313-876-5500

Minnesota Department of Jobs and Training
390 North Robert Street
St. Paul, MN 55101
612-296-3711

Mississippi Employment Security Commission
P.O. Box 1699
Jackson, MS 39215-1699
601-961-7400

Missouri Division of Employment Security
P.O. Box 59
Jefferson City, MO 65104
314-751-3976

Montana Department of Labor and Industry
State Capitol
P.O. Box 1728
Helena, MT 59624
406-444-3555

Nebraska Department of Labor
P.O. Box 550
Lincoln, NE 68509-3405
402-471-3405

Nevada Employment Security Department
500 East Third Street
Carson City, NV 89713
702-687-4635

New Hampshire Department of Employment Security
32 South Main Street
Concord, NH 03301-4857
603-228-4000

New Jersey Department of Labor
CN 110
Trenton, NJ 08625-0110
609-777-1090

New Mexico Department of Labor
P.O. Box 1928
Albuquerque, NM 87103
505-841-8409

New York State Department of Labor
State Office Building Campus
Building 12, Room 592
Albany, NY 12240
518-457-2741

North Carolina Employment Security Commission
P.O. Box 25903
Raleigh, NC 27611
919-733-7546

North Dakota Job Service
P.O. Box 1537
Bismarck, ND 58502
701-224-2836

Ohio Bureau of Employment Services
145 South Front Street
Columbus, OH 43215
614-466-2100

Oklahoma Employment Security Commission
2401 North Lincoln
215 Will Rogers Memorial Office Building
Oklahoma City, OK 73105
405-557-7201

Oregon Employment Division
875 Union Street, NE
Salem, OR 97311
503-378-3208

Pennsylvania Department of Labor and Industry
Labor and Industry Building, Room 1700
Harrisburg, PA 17121
717-787-3157

Puerto Rico Bureau of Employment Security
506 Munoz Rivera Avenue
Hato Rey, Puerto Rico 00918
809-754-5394

Rhode Island Department of Employment and Training
101 Friendship Street
Providence, RI 02903-3740
401-277-3732

South Carolina Employment Security Commission
P.O. Box 995
Columbia, SC 29202
803-737-2617

South Dakota Department of Labor
700 Governors Drive
Pierre, SD 57501-2277
605-773-3101

Tennessee Department of Employment Security
12th Floor Volunteer Plaza Building
500 James Robertson Parkway
Nashville, TN 37245-0001
615-741-2131

Texas Employment Commission
638 TEC Building
15th and Congress Avenue
Austin, TX 78778
512-463-2652

Utah Department of Employment Security
140 East 300 South
P.O. Box 11249
Salt Lake City, UT 84147-0249
801-536-7401

Vermont Department of Employment and Training
P.O. Box 488
Montpelier, VT 05601-0488
802-828-4300

Virginia Employment Commission
703 East Main Street
Richmond, VA 23219
804-786-3001

Virgin Islands Department of Labor
2131 Hospital Street
Christenstead, St. Croix, VI 00820
809-773-1994

Washington Employment Security Department
212 Maple Park, Mail Stop K6-11
Olympia, WA 98504-5311
206-753-5114

West Virginia Bureau of Employment Programs
112 California Avenue
Charleston, WV 25305-0112
304-558-2630

Wisconsin Department of Industry, Labor and Human Relations
P.O. Box 7946
Madison, WI 53707
608-266-7552

Wyoming Department of Employment
P.O. Box 2760
Casper, WY 82602
307-235-3200